2025 Operating Budget Agency Requests



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Assessor

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	2,860,300	3,079,070	3,138,292	3,406,749	3,566,387	3,734,687
Total	**$ 2,860,300**	**$ 3,079,070**	**$ 3,138,292**	**$ 3,406,749**	**$ 3,566,387**	**$ 3,734,687**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Assessor	2,860,300	3,079,070	3,138,292	3,406,749	3,566,387	3,734,687
Total	**$ 2,860,300**	**$ 3,079,070**	**$ 3,138,292**	**$ 3,406,749**	**$ 3,566,387**	**$ 3,734,687**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,917,991	2,108,128	2,110,732	2,321,593	2,456,885	2,455,185
Benefits	677,419	671,088	726,050	806,005	822,410	822,410
Supplies	50,134	52,000	49,887	52,000	53,680	53,680
Purchased Services	178,766	216,355	220,124	209,107	215,707	385,707
Inter Depart Charges	35,990	31,499	31,499	18,044	17,706	17,706
Total	**$ 2,860,300**	**$ 3,079,070**	**$ 3,138,292**	**$ 3,406,749**	**$ 3,566,387**	**$ 3,734,687**

City of Madison
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To: Mayor Satya Rhodes-Conway
From: Michelle Drea, City Assessor
Date: July 19, 2024
Subject: 2025 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 have a Real Property Lister position (PCN 718) that will be vacant for the latter half of 2024. We plan to hold the position vacant through May 2025. This affords a savings of $44,193 which is over the 1% threshold for our budget. We have a hybrid position that includes both Property Listing and Assessment Technician duties (PCN 746) that will embed with the Listing Team for the duration of the vacancy to ensure that all sales and land division data is accurate and up to date. The impact to our Agency is ongoing but lower priority projects will be on hold during that time, such as sketching and photographing each property. While these are "lower priority projects", they remain required by state law. Hence, we cannot eliminate them, but they can be paused for a period of time.

We will continue to review potential efficiencies and process improvements as our migration to new software is completed. The first phase began in June 2024 with the final phase tentatively planned for first quarter 2025. Happy to report that this is 7 months earlier than anticipated. The impact of that shift will be an ongoing revelation in the next few years.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The Assessor's Office provides services that are both required and governed entirely by state law. There is an administrative component to the work including: preparing assessment rolls, granting exemptions, filing mandatory reports with Department of Revenue, and monitoring assessment performance. A corollary component includes appraisal activity, specifically: discovering, classifying, and valuing property. A final component includes ensuring that property owner due process rights are observed at the highest level throughout the review process including Board of Assessors and Board of Review.

Property listing is the sole service provided by the Assessor's Office that is not statutorily required. While it is not a "low priority service", it is the sole service we are able to contemplate eliminating under state law. The listing service is required, however, Wis. Stat. § 70.09 allows that the County may undertake the tasks. If the City stops providing this service, the County must add it. Dane County provides listing services to most local municipalities. The following includes an exploration of positive and negative impacts of shifting the service from the City to the County.

<u>Positive Impact</u>

Providing the Property Listing service costs the City $216,046.03 for personnel, which is two full-time positions. The short-term budget savings is the sole positive impact anticipated in eliminating this service.

<u>Negative Impacts</u>

The most critical impact to shifting this work from the City to the County is loss of new construction value. Provision of listing services includes creating "pending" parcels for property owners which allows them to access building permits. This includes property owners ranging from large commercial developers to individual homeowners. Each building permit inherently includes new construction value that is confirmed and tallied by

the Assessor's Office. Currently, this process is efficient and timely which allows permits to be pulled and new construction value tallied without delay. Thus, maximizing the amount of new construction captured annually. The County has many municipalities to consider and balance. Madison will not be a singular priority. Rather, we will be one of many. The outcome will be a less efficient system for listing pending parcels which will decrease the amount of new construction generated and we will have no control over the process or County priorities.

- Other City Agencies Impacted by Service Reduction
    - Engineering and Water Utility

Our Property Listing function is also foundational to stormwater billing and water utility billing. Additionally, Engineering encounters pressure from developers to have parcels created (engineering is responsible for addressing) quickly in order for the developer to pull a building permit. A lack of agency by the City in the County process will impact billing and timeliness of parcel creation for these agencies. We become one of many municipalities that the County is responsible for rather than the sole focus for the City.

- Treasury

Finance will have to accommodate and collaborate with the County, along with Assessor, to ensure an effective process for providing the assessment roll (with listing data from the County) to the Treasurer. This is necessary to create the tax roll. We will also need to balance with the County before balancing with Finance This is an additional step that adds to an already tight timeline to ensure tax bills are sent out timely.

- IT

There will be issues coordinating with County IT to ensure that the assessment roll is seamlessly transitioned to the tax roll.

- DPCED/Building Inspection

A less efficient processing of land divisions and new parcel creation will impact folks wanting to pull a permit. This will impact their processes and staff.

- Annexations

Currently, annexations are processed internally as soon as possible for the benefit of other agencies: storm water billing, water utility billing, police and fire coverage, and streets services (garbage, recycling, snowplowing, and street cleaning). The Assessor does not recognize the shift until January 1 the following year. The County will be on the assessment calendar for listing and annexations will not be a priority for processing early. Resulting in a provision of services by the City that would go unbilled until the following year.

In sum, eliminating the City's property listing service would result in salary savings. The most alarming impact is to generating and capturing new construction value. The short-term gain of salary savings would be offset by the long-term impact to new construction value. We would lose the control, effectiveness, and efficiency of being the sole beneficiary of listing services by the City, for the City.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Assessor
Enter your Service:	Assessor
Updated Service Description: No change needed.	
Updated Activities Performed by Service: No change needed.	

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No reallocations requested.

Explain how your proposed change(s) will align with your draft 2024-2025 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 reallocations requested.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**186,734**
Total Amount Identified	216,046

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount ($)
101 - ASSESSOR	Real Property Listing	All City of Madison residents, property owners, businesses, developers, and internal City agencies (Engineering, Water, DPCED/Building Inspection).	Eliminating the City's property listing service would result in salary savings. The most alarming impact is to generating and capturing new construction value. The short-term gain of salary savings would be offset by the long-term impact to new construction value. City Engineering, Water Utility, Treasury, IT, DPCED, Building Inspection, and annexations would all be impacted by this reduction. The City would lose the control, effectiveness, and efficiency of being the sole beneficiary of listing services by the City, for the City. Please see the transmittal memo for full details.	2	$ 216,046.03

Attorney

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	3,014,190	3,209,248	3,330,628	3,277,760	3,168,393	3,168,393
Total	**$ 3,014,190**	**$ 3,209,248**	**$ 3,330,628**	**$ 3,277,760**	**$ 3,168,393**	**$ 3,168,393**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Legal Counsel And Representation						2,159,845
Legislative Services						322,930
Ordinance Prosecution						685,619
Total	**$ 3,014,190**	**$ 3,209,248**	**$ 3,330,628**	**$ 3,277,760**	**$ 3,168,393**	**$ 3,168,393**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Misc Revenue	(13,145)	-	(6,411)	-	-	-
Total	**$ (13,145)**	**$ -**	**$ (6,411)**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	2,303,537	2,434,849	2,509,554	2,505,311	2,471,142	2,471,142
Benefits	685,561	670,102	743,020	691,931	633,418	633,418
Supplies	13,126	18,539	9,849	21,689	17,883	17,883
Purchased Services	152,632	177,896	141,903	176,838	176,838	176,838
Debt Othr Financing	-	-	24,850	-	-	-
Inter Depart Charges	6,097	6,082	6,083	6,914	7,628	7,628
Inter Depart Billing	(133,618)	(98,221)	(98,221)	(124,923)	(138,516)	(138,516)
Total	**$ 3,027,335**	**$ 3,209,248**	**$ 3,337,039**	**$ 3,277,760**	**$ 3,168,393**	**$ 3,168,393**

Office of the City Attorney

Michael R. Haas, City Attorney **Patricia A. Lauten, Deputy City Attorney**

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PARALEGAL
Ryan M. Riley

TO: Mayor Satya Rhodes-Conway
FROM: City Attorney Michael Haas
DATE: July 19, 2024
RE: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors, Finance Director, Budget and Program Evaluation Staff

The Mayor's 2025 budget directive required the Office of City Attorney (OCA) to identify lower priority service activities that total at least $158,420. As an internal-facing agency that primarily serves, represents and advises other City agencies, officials and bodies, the OCA does not host or implement programs or services for the public. Importantly, the OCA also does not control its workload as it responds to requests from and supports the initiatives of other City agencies, bodies and elected officials, and also represents the City in lawsuits. As a result, the OCA cannot identify lower priority service areas affecting the public and instead its 2025 budget submission is based on identifying the one service area over which the OCA has some level of control and redundancy which is the prosecution team.

The City Attorney's Office consists of 18 attorney position and 8 administrative and support staff. In the 2020 operating budget, a half-time Legal Secretary position was eliminated and in the 2021 operating budget a Legal Administrative Assistant 2 position was eliminated. We have determined that it is not possible to further reduce the administrative and support team which is now supporting two more attorneys than it did in 2021.

The main provision of the OCA budget submission proposes to reduce the number of attorneys on the municipal court prosecution team from five to four positions. Under the City's policy on workforce reduction, this would result in the lay-off of an attorney who has been hired to start working in September 2024 and another attorney being reassigned to assume those duties related to real estate, economic development and affordable housing initiatives. As is likely with other City agencies, the OCA is currently operating at capacity and in several areas struggles to meet the demands of its workload.

Other than the elimination of the attorney position and summer clerkship programs, the OCA's proposal to address its budget reduction goal includes minor reductions in

several budget lines. This approach was taken because of the lack of other options, given that the agency budget primarily consists of costs relating to personnel and supporting staff operations. To illustrate some of the anticipated impacts of the proposed reductions, this memorandum provides some brief observations and context regarding the items in the attached Lower Priority Service Activity form which are intended to meet the OCA's 5% budget reduction:

1. Eliminate One Assistant City Attorney Position - Reduction of $112,572 (Salary and Benefits)

   As stated above, if an ACA position must be eliminated, the OCA would reduce the size of its prosecution team. To provide a sense of the workload of five attorneys that would be absorbed by four attorneys, in 2023, prosecution team attorneys handled about 2,700 municipal court matters including pretrial conferences, trials, reviews and case reopening requests. While most cases are resolved through settlement negotiations, preparing for and conducting trials is the most time-consuming and intensive aspect of the prosecution work, especially trials related to operating while intoxicated citations. Under a recent change in state law, there has been an increase in OWI defendants requesting circuit court trials which are more complex than municipal court trials. In 2023, there were 21 OWI cases that were transferred to circuit court and another four OWI cases that were appealed to circuit court after a trial in municipal court.

   In addition to traffic cases, the prosecution team also handled 70 cases involving building,, health, and fire code long form complaint matters in 2023 and 15 Community Development Authority lawsuits involving evictions and Section 8 eligibility determinations. CDA eviction requests are increasing due to the lifting of COVID-related pauses on eviction matters.

   We anticipate that the elimination of one prosecution position will likely have several impacts. First, attorneys will carry a greater caseload and there may be delays in the prosecution and resolution of cases. Second, there may be an impact on decision making related to which cases are prosecuted or how cases are resolved based on available resources and staffing. Third, the prosecution team attorneys also handle other assignments for City agencies and their responsiveness related to those requests will likely be impacted. Nearly all significant initiatives proposed by policymakers require some legal work including research, advice regarding relevant laws, drafting ordinances, negotiating and reviewing contracts, assisting agencies with implementation questions and sometimes defending decisions in litigation. Reducing the number of attorneys will likely hamper the ability of the OCA to accommodate requests of policymakers on the timeline that they prefer.

2. Eliminate Participation in Prosecution Project Intern Program – Reduction of $3,000 in 54810

   The OCA has been a long-time participant in the UW Law School's Prosecution

Project which places law students in offices of prosecutors around the State, primarily in district attorney offices, for summer internships. OCA attorneys supervise the intern to help them develop prosecution skills and provide opportunities to handle cases and appear in court. The main impact of this reduction would be that the OCA would no longer provide that opportunity and experience to law students.

3. Eliminate Participation in Public Interest Law and Diversity Clerkship Programs – Reduction of $20,000 – Hourly Wages in 51210

   The OCA has also been a consistent participant in two other summer clerkship programs – the Public Interest Law Clerkship sponsored by UW and Marquette Law Schools and the Diversity Clerkship sponsored by the State Bar of Wisconsin. The OCA hosts law students during the summer through these programs and they conduct legal research for attorneys working on agency or policymaker requests. These clerkships provide an opportunity for the OCA give back to the legal profession by helping to develop the legal skills of future attorneys and foster an interest in municipal and public sector legal careers, and help OCA attorneys complete more in-depth research projects.

   This reduction would remove those opportunities for law students as well as the additional research assistance for OCA attorneys during the summer months.

4. Reduce Furniture Purchases – Reduction of $2,661 in 53131

   Previous budgets have chipped away at the OCA's small furniture allowance. This reduction would leave $1,000 in the furniture budget to support all agency staff.

5. Reduce Computer Hardware Purchases – Reduction of $2,000 in 53140

   Similarly, this reduction would result in a budget line of $1,000 for computer hardware purchases.

6. Reduce Conference and Training Attendance – Reduction of $5,000 in 54520

   This reduction would result in a budget of $11,528 for conference attendance and staff training, and would reduce opportunities for staff to attend professional conferences and stay current regarding legal issues and developments. It should be noted that the current benefits handbook for members of the Madison City Attorneys Association (MCAA) states that the City shall pay for continuing legal education courses required for attorneys to maintain their law licenses and also will budget funds to allow one Compensation Group 23 member to attend the annual conference of the International Municipal Lawyer Association.

7. Reduce Memberships in Professional Organizations – Reduction of $2,000 in 54535

This reduction would leave a budget for memberships of $12,225. The MCAA benefits handbook currently states that the City shall pay the cost of each attorney's State Bar Association dues necessary to maintain their Wisconsin law license as well as either the cost of membership in the Dane County Bar Association and one section of the State Bar or two section membership in the State Bar.

8. Reduce Purchases of Legal Services – Reduction of $4,000 in 54620

   This reduction would leave a budget for the cost of process servers and other litigation expenses of $2,300. These are expenses that depend upon the amount of and course of litigation and are beyond the control of the OCA.

9. Reduce File Storage Services – Reduction of $1,000 in 54635

   This reduction would result in a budget of $3,200 for file storage services.

10. Reduce Transcription Services – Reduction of $3,000 in 54688

    Ordering transcripts for appeals of municipal court cases and circuit court lawsuits is a necessary part of litigation to draft legal briefs and prepare for trials. This reduction would result in a budget of $6,000 for transcription services, which also depend on the amount of and course of litigation beyond the control of the OCA. In recent years, for example, specific tax assessment litigation has involved numerous depositions requiring the production of transcripts.

11. Reduce Postage Purchases – Reduction of $1,000 in 53150

    This reduction would result in a postage allowance of $2,000.

Please contact me if you have any questions regarding this budget submission.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Attorney
Enter your Service:	Legal Counsel And Representation

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No Change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No changes.

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Attorney
Enter your Service:	Legislative Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No changes.

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Attorney
Enter your Service:	Ordinance Prosecution

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No major changes to report.

Explain how your proposed change(s) will align with your draft 2024-2025 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 major changes to report.

Part 3. Personnel Changes

All proposed personnel changes 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. **If you are not submitting personnel changes, skip this section.**

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

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

No changes to report.

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?

No changes to report.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Attorney

5% Minimum Target **158,420**

Total Amount Identified 156,233

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
111 - ORDINANCE ENFORCEMENT	Eliminate one (1) Assistant City Attorney position and reduce prosecution staff from five (5) to four (4)	The Police Department, Municipal Court, the general public	The work of five attorneys will be assumed by four attorneys. Municipal and Circuit Court cases will take longer to finalize. Citation and court costs may be reduced for other departments.	1	$112,572
111 - ORDINANCE ENFORCEMENT	Eliminate the summer UW Law School Prosecution Intern Program 54810	Law Students	Law students will not have the opportunity to develop skills in prosecution and court-related cases.	0	$3,000

5% Minimum Target	**158,420**
Total Amount Identified	156,233

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
113 - COUNSEL AND REPRESENTATION	Eliminate UW and Marquette Diversity and Public Interest Summer Law Clerk Programs 51210	Law Students, OCA Lawyers	The Diversity Clerkship and UW Pubic Interest Program are two long-standing law student development programs that the OCA has participated in. Law students will have more limited resources to development skills for post graduation legal work.	0	$20,000
113 - COUNSEL AND REPRESENTATION	Reduce Furniture 53131	OCA Staff	There will be no money for new chairs or to replace old desks	0	2,661
113 - COUNSEL AND REPRESENTATION	Reduce Computer Hardware 53140	OCA Staff	There will be no money for additional computer monitors and other computer supplies	0	2,000
113 - COUNSEL AND REPRESENTATION	Reduce Conference/Training 54520	OCA Staff	There will be reduced opportunities to attend professional conferences and training to stay current regarding legal issues and developments.	0	5,000
113 - COUNSEL AND REPRESENTATION	Reduce Memberships 54535	OCA Staff	Memberships to professional associations will be reduced	0	2,000

5% Minimum Target	**158,420**
Total Amount Identified	156,233

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
111 - ORDINANCE ENFORCEMENT	Reduce Legal Services 54620	OCA Staff	Less money to pay for process servers, sheriff and other litigation related expenses	0	4,000
111 - ORDINANCE ENFORCEMENT	Reduce File Storage Service 54635	OCA Staff		0	1,000
113 - COUNSEL AND REPRESENTATION	Reduce Transcription 54688	OCA Staff	Less money to pay for court transcripts	0	3,000
111 - ORDINANCE ENFORCEMENT	Reduce Postage 53150	OCA Staff		0	1,000

Building Inspection

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	4,868,278	5,116,290	4,948,032	5,630,509	5,871,766	5,840,168
Total	**$ 4,868,278**	**$ 5,116,290**	**$ 4,948,032**	**$ 5,630,509**	**$ 5,871,766**	**$ 5,840,168**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Building Permits & Inspections	***Service history not shown due to Results Madison service restructure.***					2,831,808
Home & Property	***Services listed here will take effect January 1, 2025.***					1,738,650
Weights & Measures						296,572
Zoning And Signs						973,138
Total	**$ 4,868,278**	**$ 5,116,290**	**$ 4,948,032**	**$ 5,630,509**	**$ 5,871,766**	**$ 5,840,168**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(42,151)	(76,000)	(60,766)	(46,000)	(46,000)	(46,000)
Licenses And Permits	(8,283)	(10,000)	(9,339)	(10,000)	(10,000)	(10,000)
Transfer In	-	(18,000)	-	(6,000)	(6,000)	(6,000)
Total	**$ (50,434)**	**$ (104,000)**	**$ (70,105)**	**$ (62,000)**	**$ (62,000)**	**$ (62,000)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	3,290,406	3,563,617	3,436,098	3,855,084	4,056,188	4,024,590
Benefits	1,194,212	1,152,416	1,112,683	1,249,578	1,280,168	1,280,168
Supplies	50,109	71,273	49,253	71,273	71,273	71,273
Purchased Services	169,557	223,502	213,394	203,385	203,385	203,385
Inter Depart Charges	232,428	209,481	206,708	313,190	322,751	322,751
Inter Depart Billing	(18,000)	-	-	-	-	-
Total	**$ 4,918,712**	**$ 5,220,290**	**$ 5,018,136**	**$ 5,692,509**	**$ 5,933,766**	**$ 5,902,168**

TO: Mayor Satya Rhodes-Conway
FROM: Matt Tucker, Building Inspection Division Director
DATE: July 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The 2025 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 budget consists of four services:

- Weights & Measures: 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.

- Home & Property: This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings maintain compliance with the City's Minimum Housing 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. This service also 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 preserve public health, safety, and general welfare of all residents, to help maintain property values by eliminating blighting influences and to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

- Building Permits & Inspections: This service ensures compliance with Madison's building and mechanical system ordinances by reviewing building plans prior to construction and inspecting construction projects, permit records, preoccupancy inspections, and underground utilities. The process ensures buildings are constructed according to all applicable codes (building, plumbing, heating, and electrical) and the building is safe to occupy when the project is completed.

- 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.

Building Inspection revenues totaled nearly $6.15 million for 2023. Through June of 2024, revenues are up 12% from the same time last year.

The 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, and Fleet Funds

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 2025, we look to continue to reduce spending for supplies and purchased services. We are a lead agency participating in the development review process being managed by the DPCED Director's office, and will be implementing recommendations from the study to further coordinate with reviewing agencies, expedite reviews and create long-term efficiencies. 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. We would consider holding the Code Enforcement officer in Home & Property service open to meet further reductions. All this, to provide the highest quality service for the common good of our residents and visitors. We also propose some revenue increases where we believe the cost for service delivery should be adjusted to meet the expense of the program.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The Building Inspection Division is a City operation wherein 79% the entirety of the Operating Budget is comprised of salary and benefits, not including other required employee costs, such as parking and mileage reimbursement. That leaves a small amount of the budget that can truly be considered discretionary spending. The Inspection Division is limited where cuts can be made that do not have significant impact on our ability to provide quality service. Other than the $6500 in the Graffiti Co-Payment Removal Program we do not have programs available for reduction or elimination. That leaves staff reductions as the only option. The Building Permits & Inspections and Weights & Measures services are a *service for a fee* mandated under State Statute and local Ordinance. The customers pay for the service by license and permit fees and we are obligated to provide the inspections. The Home & Property service has only eleven staff members and does not have the bandwidth to absorb any cuts. Finally, the Zoning and Sign service is already struggling to meet reasonable deadlines in the development review process, and absorbed a loss of one position in a recent previous budget.

The Building Inspection Division proposes to meet the 5% reduction target through a combination of eliminating positions, establishing a new fee and increasing two existing fees.

Position reductions:

- Eliminate Code Enforcement Officer position (vacant) in the Home & Property Service

    - *Annually, these inspectors respond to thousands of requests for service across 9 FTEs. One fewer inspector to share the load will impact the other staff workloads. Eliminating the position may result in slower response to requests for inspections or complaints about condition of housing by renters.*
- Eliminate Code Enforcement Officer position (filled) either in Home & Property Service or Building Permits & Inspections Service (TBD)
    - *The elimination of this position will result in reduced response time to request for inspections. Fewer staff resources covering inspections will result in less time spent inspecting each property, which can result in matters being overlooked missed or otherwise not checked; slower processing for issuing permits for new housing and commercial buildings; longer delays for building plan review (currently at 3 weeks) as process will be longer if position is eliminated; potential lost revenue to state for plan review if customers choose state plan review instead of City plan review because of time delays; operational risk to department functionality, as some services are mandated by the state; lost back-up staff for other services; slower response to nuisance and quality-of-life related complaints, loss of a back-up person for the Weights and Measures Service.*
- Eliminate Information Clerk position (filled, LTE) in Building Permits & Inspections Service
    - *The elimination of this position will result in an increase to the time associated with customer service-related responses and will have some impact on other department processes with administrative steps, as other staff will need to assist with customer service.*

New Fee:

- $25 application fee for sign permits.
    - *The Zoning and Sign Service processes about 700 sign permits a year. Sign permit application fee covers partial cost of application/permit review and ensures a more complete application, as a significant amount of time is spent revising permit applications to obtain required information.*

Increase existing fee:

- Tourist Rooming House (TRH) application fee increase, $100 to $300.
    - *The City established a permit for TRH in 2020. The processing of applications has proven to require a significant amount of staff time and resources.*
- First Certificate of Occupancy, Increase fee from $10 to $50.
    - *Fee increase covers cost of delivering service*

Delivering occupiable buildings, and more directly delivering housing, is the highest priority for the Division. The staff cuts will affect the ability of the division to deliver housing as quickly, safely and completely as we can.

We realize the proposed reductions are to be considered permanent. This reduction is not sustainable in a city with a rapidly growing, financially struggling diverse population and a housing shortage that will continue for years.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Building Inspection
Enter your Service:	Building Permits & Inspections (Former service name = Inspections)

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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

Summary Table of *Major* Changes of $10,000 or More

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Fund	Major	$ Change	Description
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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.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **If you are not submitting personnel changes, skip this section.**

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

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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:

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of FTEs: Does your proposal change the total number of FTE positions?

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Building Inspection
Enter your Service:	Home & Property (new service for 2025, merge of Systematic Code Enforcement and Health & Welfare)

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings are in compliance with the City's Minimum Housing and Property Maintenance Codes. 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. 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 preserve public health, safety, and general welfare of all residents, to help maintain property values by eliminating blighting influences and to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Snow Enforcement: Inspect and issue tickets for violations of the snow removal ordinance, MGO 10.28. Coordinate snow and ice removal when the violation persists, resulting in the billing of the property owner.

- Tall Grass and Weeds Enforcement: Inspect and issue an official notice for violations of tall grass and noxious weeds ordinances, MGOs 27.05 (2)(f) and 23.29. Coordinate grass cutting on vacant properties when the violation persists, resulting in the billing of the property owner.
- Erosion Control Enforcement: Ensure compliance with MGO Chapter 37 and SPS 321.125 to prevent disturbed soils from leaving a construction site.
- Junk, Trash, and Debris Enforcement: Inspect and issue an official notice for violations of junk, trash, and debris ordinance, MGO 27.05 (2)(c). Continue with enforcement actions until the violation is corrected.
- Miscellaneous: Enforce vision clearance issues, tree concerns, graffiti, inoperable cars, and the abatement of public nuisances. Respond to complaints from residents and referrals from the Mayor's office, Alders, and other agencies regarding inspection and enforcement of the violations listed above; answer questions regarding violations and ordinance enforcement.
- Tenant Complaint Response: Inspect and issue official notice after verifying violations in tenant's apartment. Follow-up after due date to ensure compliance. Process rent abatement documents when appropriate.
- General Building Condition Complaint Response: Inspect and issue official notice after verifying violations. Follow-up after due date to ensure compliance.
- Systematic Inspection: Perform systematic inspections in a specified blighted area approved by Common Council in compliance with state requirements. Issue official notices when appropriate and follow-up to ensure compliance.
- Community Team and Committee Staffing: Serve as members and leaders on various teams including Neighborhood Resource Teams.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change: 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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Building Inspection
Enter your Service:	Weights & Measures (Former service name = Consumer Protection)

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Building Inspection
Enter your Service:	Zoning And Signs

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Building Inspection

5% Minimum Target **292,008**

Total Amount Identified 314,647

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
601 - BUILDING PERMITS & INSPECTIONS	Eliminate a Code enforcement officer 3 position from either Building Permits and Inspection Servcie or Home & Property service	This service impacts construction, inspection, housing, property maintenance, weights and measures (backup) and zoning (backup).	Reduced response time to request for inspections; less staff covering more inspections will result in less time spent inspecting each property which can result in matters being overlooked missed or otherwise not checked; longer delays for building plan review (currently at 3 weeks) as process will be longer if position is eliminated; potential lost revenue to state for plan review if customers choose state plan review instead of city plan review because of time delays; operational risk to department functionality, as some services are mandated by the state; lost back-up staff for other services; potentially slower response to nuisance and quality-of-life related complaints	1	101,685

5% Minimum Target	**292,008**
Total Amount Identified	314,647

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
602 - HOME & PROPERTY	Eliminate vacant Housing Inspector position	This service impacts dwelling units occupied by renters and property owners required to maintain the exterior of their property and improvements.	Annually, these inspectors respond to thousands of requests for service across 9 FTE. One less inspector to shar the load will impact the other staff workloads. Eliminating the positon may result in slower response to requests for inspections or complaints about condition of housing by renters. However, the position is currently vacant and we are able to handle the load.	1	101,685
601 - BUILDING PERMITS & INSPECTIONS	Eliminate Information Clerk (LTE) position	This service impacts customers visiting the department for appointments, customers calling into schedule appointments and obtain information from the department, and the internal procedures associates with the running of the department	Customer service related responses will be reduced	1	61,277
603 - ZONING & SIGNS	$25 application fee for sign permits	Businesses and institutions, who apply for sign permits to display signage	Sign permit application fee covers partial cost of permit review and ensures a more complete application, as a significant amount of time is spent revising permit applications to obtain required information.	0	17,500

5% Minimum Target	**292,008**
Total Amount Identified	314,647

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
603 - ZONING & SIGNS	Fee increase for tourist rooming house application ($100 to $300) 15±	Potential operators of short-term rental (tourist rooming hosue) accomodations.	fees cover cost of delivering service		4,500
601 - BUILDING PERMITS & INSPECTIONS	Fee increase for first Certificate of Occupancy. Curent $10. increase to $50. 700± CO's issued annually	Building customers who obtain a Certificate of Occupancy for their dwellings, businesses or similar establishments.	fees cover cost of delivering service		28,000

CDA Housing Operations

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
CDA	26,500,881	30,113,693	35,533,940	33,688,445	34,115,332	32,657,158
Total	**26,500,881**	**30,113,693**	**35,533,940**	**33,688,445**	**34,115,332**	**32,657,158**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Housing Vouchers	17,995,516	19,753,795	19,473,319	21,735,602	22,574,692	20,288,600
Public Housing	8,505,365	10,359,898	16,060,620	11,952,842	11,540,641	12,368,558
Total	**26,500,881**	**30,113,693**	**35,533,940**	**33,688,445**	**34,115,332**	**32,657,158**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(20,633,736)	(23,808,081)	(21,094,366)	(26,682,485)	(27,146,245)	(26,044,738)
Charges For Services	(3,666,472)	(4,198,677)	(3,832,353)	(4,023,371)	(3,814,604)	(4,059,334)
Invest Other Contrib	(126,303)	(39,531)	(287,053)	(58,317)	(58,317)	(141,279)
Misc Revenue	(442,705)	(46,853)	(368,996)	(60,529)	(60,529)	(102,751)
Other Finance Source	(1,069,200)	(1,374,815)	(8,058,460)	(2,161,305)	(2,333,200)	(1,111,875)
Transfer In	(562,465)	(645,737)	(1,892,712)	(702,438)	(702,438)	(1,197,181)
Total	**(26,500,881)**	**(30,113,693)**	**(35,533,940)**	**(33,688,445)**	**(34,115,332)**	**(32,657,158)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	3,362,724	3,931,795	3,478,525	4,217,458	4,253,030	4,253,004
Benefits	1,254,658	1,304,763	1,318,185	1,414,576	1,393,748	1,327,480
Supplies	584,077	698,798	549,057	710,426	710,426	804,866
Purchased Services	20,037,217	22,486,412	21,500,496	25,606,472	25,623,344	23,777,421
Debt Othr Financing	385,228	499,600	6,512,941	490,541	872,997	996,607
Inter Depart Charges	902,290	1,003,118	948,884	1,057,112	1,069,927	1,018,583
Inter Depart Billing	(587,777)	(704,216)	(666,860)	(774,312)	(774,312)	(717,816)
Transfer Out	562,465	893,424	1,892,712	966,172	966,172	1,197,013
Total	**26,500,881**	**30,113,693**	**35,533,940**	**33,688,445**	**34,115,332**	**32,657,158**

TO: Mayor Satya Rhodes-Conway
FROM: Wachter, Matt
DATE: July 18, 2024
SUBJECT: 2025 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 goal for 2025 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 goals for 2025 are to continue to implement operational efficiencies in order to continue to create short unit turnaround times, and high occupancy rates. These goals will occur concurrently with the continued 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 2025 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

Matt Wachter
Executive Director
Community Development Authority

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	CDA Housing Operations
Enter your Service:	Housing Vouchers

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
5100 - CDA	42 - INTERGOV REVENUES	1,241,670.00	Decrease federal funding of the Section 8 program as determined by Congress in the federal budget process
5100 - CDA	46 - INVEST OTHER CONTRIB	-20,456.67	Increase interest earned subject to overall financial interest rates of the financial market as directed by the Federal Reserve
5100 - CDA	52 - BENEFITS	-60,000.00	Decrease in Post Employment Other object due to no expected retirements in 2025
5100 - CDA	53 - SUPPLIES	98,084.00	Increase due to general supply needs and needed vehicle purchases
5100 - CDA	54 - PURCHASED SERVICES	-2,335,941.00	Decrease in housing assistance payments due to corresponding decrease in federal funding calculation for Section 8 support
5100 - CDA	56 – DEBT OTHER FINANCING	15,012.00	Increase in interest financing and fund balance generated

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

All changes reflect an updated cost to continue with figures not available in February when the original cost to continue was established. Total variance is 5% less than the originally established cost to continue.

Explain how your proposed change(s) will align with your draft 2024-2025 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 Section 8 voucher program exists to allow low-income households access to the neighborhood of their choosing without experiencing undue financial hardship creating equity through access to the greater community.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:
Reclass of position 4870 – Information Clerk (CG 20/R 07) to Program Assistant 1 (CG 20/R 11)

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

Reclass of position 4870 to allow for more complex programmatic duties to more effectively manage the increase in caseloads of the Housing Specialists.

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 Section 8 voucher program exists to allow low-income households access to the neighborhood of their choosing without experiencing undue financial hardship creating equity through access to the greater community. Without the more programmatically complex assistance, households will experience longer waits to receive vouchers, process payment changes, and be qualified for the program.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	CDA Housing Operations
Enter your Service:	Public Housing

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
5100 - CDA	42 - INTERGOV REVENUES	-140,163.08	Increase federal operating revenues due to HUD-approved rent increase at Parkside
5100 - CDA	43 - CHARGES FOR SERVICES	-244,380.24	Increase based on average charges collected and HUD-approved rent increase at Parkside. Variance is a 2% increase from Cost to Continue
5100 - CDA	46 - INVEST OTHER CONTRIB	-62,505.00	Increase based on 3-year historical average of interest received
5100 - CDA	47 - MISC REVENUE	-47,221.69	Increase due to City Finance move of revenue from cell phone tower from major 43 to major 47
5100 - CDA	48 - OTHER FINANCE SOURCE	1,221,324.98	Decrease reserve usage due to Triangle Redevelopment contract moving into the Capital Budget & Tax Credit award, HUD-approved rent increase at Parkside
5100 - CDA	49 - TRANSFER IN	-494,743.48	Increase federal Capital Grant Fund award due to updated award amount
5100 - CDA	54 - PURCHASED SERVICES	490,017.66	Increase by 5% vendor contracts plus a $247,424 special assessment on the Triangle campus for the construction of Mariposa Lane on the donated Triangle land parcel

5100 - CDA	56 - DEBT OTHR FINANCING	108,597.34	Increase in contingent reserve for Parkside due to HUD-approved rent increase
5100 - CDA	57 - INTER DEPART CHARGES	-51,344.00	Decrease due to lower management rate set by HUD (CDA Management Fees – 5% decrease)
5100 - CDA	58 - INTER DEPART BILLING	-56,496.00	Decrease due to lower bookkeeping rate set by HUD (CDA Bookkeeping Fees – 7% decrease)
5100 - CDA	59 - TRANSFER OUT	230,840.81	Increase Public Housing Central Operating Cost Center reserve support of the Public Housing properties – increase from cost to continue to support personnel & operational cost increases
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

All changes reflect an updated cost to continue with figures not available in February when the original cost to continue was established. These changes are required to maintain current activities.

Explain how your proposed change(s) will align with your draft 2024-2025 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 Public Housing program exists to allow low-income households access to safe, decent, and affordable housing creating equity through access to housing stabilization.

Part 3. Personnel Changes

All proposed personnel changes 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. **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 #1017 – Career Laddering

Position #4412 – Career Laddering

Position #4761 – Reclass to assist with more technical programmatic processes

Position #4861 – Reclass to assist with more technical programmatic processes

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The proposed personnel changes are to maintain current operations as the complexity of the CDA's programs have increased as well as the community need.

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 Public Housing program exists to allow low-income households access to safe, decent, and affordable housing creating equity through access to housing stabilization. Without the more programmatic complex assistance households will experience longer waits to receive housing, process payment changes, and be qualified for the program.

CDA Redevelopment

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
CDA	1,376,638	1,232,636	365,797	1,441,470	2,069,070	6,595,941
Total	**1,376,638**	**1,232,636**	**365,797**	**1,441,470**	**2,069,070**	**6,595,941**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Redevelopment	1,376,638	1,232,636	365,797	1,441,470	2,069,070	6,595,941
Total	**1,376,638**	**1,232,636**	**365,797**	**1,441,470**	**2,069,070**	**6,595,941**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(91,792)	(116,317)	(184,922)	(536,403)	(536,403)	(601,005)
Invest Other Contrib	(89,725)	(100,218)	(144,829)	(70,000)	(70,000)	(89,091)
Misc Revenue	(1,279,139)	(164,933)	(21,000)	(59,236)	(59,236)	(2,368,331)
Other Finance Source	84,017	(635,168)	(15,045)	(775,831)	(1,403,431)	(3,537,514)
Transfer In	-	(216,000)	-	-	-	-
Total	**(1,376,638)**	**(1,232,636)**	**(365,797)**	**(1,441,470)**	**(2,069,070)**	**(6,595,941)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	227,090	328,920	203,007	387,813	465,626	485,873
Benefits	51,780	74,056	49,772	97,903	132,397	132,397
Supplies	24	1,300	-	1,500	1,500	-
Purchased Services	36,546	72,859	25,779	109,115	624,408	1,624,494
Debt Othr Financing	1,061,198	755,501	87,239	645,139	645,139	4,353,177
Inter Depart Charges	-	-	-	-	-	-
Transfer Out	-	-	-	200,000	200,000	-
Total	**1,376,638**	**1,232,636**	**365,797**	**1,441,470**	**2,069,070**	**6,595,941**

FROM: Matt Wachter, Executive Director
DATE: July 18, 2024
SUBJECT: 2025 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 2025 Operating Budget remain the same as the CDA's state-established charge: to create more affordable housing options of better quality, to address housing insecurity and discriminatory housing practices, and to support 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 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 budgetarily 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-led projects not reflected in the CDA's proposed budget:

- Redevelopment of Theresa Terrace: The CDA is working with the U.S. Department of Housing and Urban Development (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 2024 to be completed in 2025.

- Restructuring of the Livery at the Reservoir: The Livery at the Reservoir Apartments has long been an unused space. In conjunction with Zoning, the CDA 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 2025 as the CDA continues to make progress on construction of a multi-story parking garage on the south end of the site.

As Redevelopment efforts are funded by redevelopment activities regulated by Wisconsin Housing and Economic Development Authority (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 item as described in the 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

Matt Wachter
Executive Director
Community Development Authority

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	CDA Redevelopment
Enter your Service:	Redevelopment

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
5100 - CDA	43 - CHARGES FOR SERVICES	-64,602	Increase in owner transfers from the Village on Park as the property will be stabilized in 2025
5100 - CDA	46 - INVEST OTHER CONTRIB	-19,091	Interest earned – increased based on 3-year historical average
5100 - CDA	47 - MISC REVENUE	-2,309,095.23	Increase due to Allied Drive LLC dissolution
5100 - CDA	48 - OTHER FINANCE SOURCE	-2,134,082.77	Increase due to reimbursement of expense for mortgage payments for Allied Dr LLC dissolution
5100 - CDA	51 - SALARIES	20,247	Increase of 4% due to COLAs received in late 2024
5100 - CDA	54 - PURCHASED SERVICES	1,000,086	Increase due to Triangle & South Madison pre-development costs
5100 - CDA	56 - DEBT OTHR FINANCING	3,708,038	Increase due to payments on GO Borrowing as well as mortgage payments due as part of the Allied Drive LLC dissolution
5100 - CDA	59 - TRANSFER OUT	-200,000	Decrease due to one-time expense in 2024
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Redevelopment activities increase in 2025 as Triangle B1 will begin construction. Triangle B2 & B3 will begin pre-development as will South Madison. The Allied Drive LLC will be dissolved in compliance with Tax Credit procedures.

Explain how your proposed change(s) will align with your draft 2024-2025 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 Redevelopment activities will directly increase the amount of affordable housing available in Madison.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Civil Rights

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	2,006,074	2,399,743	2,283,063	2,687,389	2,672,282	2,672,282
Other Grants	-	28,760	58,609	40,840	41,500	41,500
Total	**$ 2,006,074**	**$ 2,428,503**	**$ 2,341,672**	**$ 2,728,229**	**$ 2,713,782**	**$ 2,713,782**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Access						556,313
Accountability						1,253,340
Education						904,129
Total	**$ 2,006,074**	**$ 2,428,503**	**$ 2,341,672**	**$ 2,728,229**	**$ 2,713,782**	**$ 2,713,782**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Invest Other Contrib	(100,500)	(85,000)	(115,400)	-	-	-
Transfer In	-	-	(27,328)	-	-	-
Total	**$ (100,500)**	**$ (85,000)**	**$ (142,728)**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,551,996	1,830,937	1,738,683	2,019,600	2,064,117	2,064,117
Benefits	437,115	489,301	514,479	537,780	519,951	519,951
Supplies	18,093	12,552	29,123	12,465	9,465	15,515
Purchased Services	304,101	379,789	401,191	380,659	381,864	375,814
Inter Depart Charges	9,147	8,209	8,209	8,094	8,459	8,459
Inter Depart Billing	(213,878)	(207,284)	(207,284)	(230,369)	(270,074)	(270,074)
Total	**$ 2,106,574**	**$ 2,513,503**	**$ 2,484,401**	**$ 2,728,229**	**$ 2,713,782**	**$ 2,713,782**

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**
DATE: **July 19, 2024**
SUBJECT: **2025 Operating Budget Transmittal Memo**

Goals of Agency's Operating Budget

The Department of Civil Rights (DCR) leads with access to accomplish our shared value of Economy and Opportunity by delivering civil rights education and accountability. Our service objectives are to:

- Provide and protect **access to employment** by:
  - Supporting all City agencies and vendors to further diversify the workforce and reduce under-representation among women, people of color, and individuals with disabilities
  - Resolving complaints of harassment and discrimination raised among City agencies, vendors, and employers doing business in Madison
- Provide and protect **access to services, programs, and facilities** through eliminating barriers to inclusion by:
  - Supporting the application of universal design concepts across City projects and services
  - Assisting City agencies in examining the impact to racial equity and accessibility resulting from existing and proposed policies and projects
  - Supporting citywide language access competencies and compliance
  - Resolving complaints of harassment and discrimination raised among public places of accommodation in Madison
- Provide and protect **access to housing and neighborhood resources** by:
  - Facilitating more direct access to City services for under-served neighborhoods and community members
  - Resolving complaints of harassment and discrimination raised among housing providers in Madison
- Provide and protect **access to entrepreneurship and government contracting** by:
  - Supporting and certifying targeted business enterprises
  - Assisting City agencies and vendors to further diversify subcontracting, supply chain sourcing, and workforce to reduce under-representation among women, people of color, and individuals with disabilities
  - Improve economic equity by sponsoring diverse business development programming
- Provide and protect **access to training** to build skills and create awareness regarding individual and organizational rights, responsibilities, and opportunities

As “Strong and Compassionate Leaders for Justice”, our agency:

1. Advances equitable access to economic and social inclusion by targeting program design, service delivery, and resources available toward individuals and groups excluded by public and private institutions, systems, and personal bias.
2. Removes barriers by creating inclusion and meaningful access to resources for all with a particular focus on improving access for marginalized people.
3. Addresses discrimination and harassment by educating, investigating, and taking corrective action.
4. Advances shared prosperity by leveraging resources equitably.
5. Engages with historically underserved community members to help meet needs of all sectors of our population.

99% Budget for General, Library, and Fleet Funds

To reach the target of 99% costs-to-continue current services for the 2025 Operating Budget, our Department has included a $15,000 funding reduction to hourly wages. This reduction to hourly wages will impact a portion of the DCR share of capacity for the City’s AASPIRE internship program in 2025. Nonetheless, the AASPIRE program has experienced significant growth and success over the past few years, with the 2024 cohort being the largest in recent history. Adding to the success of the program, several City agencies have invested in internships, without the need for DCR supplemental sponsorship. This reduction also allows our Department to avoid further impacts to permanent positions.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

To meet the objectives of preserving core services and identifying 5% service reduction options, we engaged with DCR employees on multiple occasions, including staff meetings, Leadership Team meetings, and special Department Equity Team discussions to 1) raise awareness and explain the serious nature of the current structural budget deficit and 2) explore ideas to include in our budget proposal. Solutions that surfaced included: telecommuting and office space sharing, going completely paperless, reducing funds from Program Services, removing training fund sponsorships for non-DCR City staff, partially cutting internship funding, eliminating funding for DCR staff professional development, discontinuing memberships, and reducing hourly personnel budget.

All of these ideas punctuate the depth of consideration and effort applied to identifying workable solutions to the challenge of developing the 2025 Operating Budget as instructed. The openness and inclusivity demonstrated by our staff members in discussing budget constraints and options is greatly appreciated. Though specific figures were not included in these considerations, the thoughts expressed have helped to generate a final plan. Ultimately, a number of the points put forward either don’t quite conform to the budget instructions, are beyond our department’s authority, or would result in inequitable outcomes for our customers. Given the parameters we have to meet, the potential savings realized by these efforts would fall short of the gap that we have to cover.

To include a good measure of expertise and objectivity in arriving at a final proposal, we also reviewed current operations and budgeting options with colleagues in Human Resources, the Office of the City Attorney, and Finance Department. Unfortunately, in order to meet the budget and reduction scenario guidelines, we cannot avoid impacting DCR personnel. In following the 2025 Operating Budget directions,

we are offering the discontinuation of the Hearing Examiner position. While this solution is not desired, it will allow us to share in the collective goal of fixing the structural deficit while maintaining the necessary quality and quantity of service to our customers. Salary and benefit expenditures saved by this option will cover the projected operating loss and fund outsourcing of the responsibilities of the prior permanent position. By discontinuing this position in the 2025 budget, we will realize the required 5% savings while retaining over $100,000 to allocate toward contracted legal services, so that residents do not experience the loss of any rights under the law. Although undesirable, this solution minimizes the impact of budget reductions on the number of departmental employees while protecting and maintaining our full array of services to the Equal Opportunities Commission (EOC) and the public. Maintaining the essential services provided by the Hearing Examiner position are of primary importance to the Department. Years of refining our Equal Opportunities processes have resulted in a volume of casework and responsibilities that can now be achieved through outsourcing. It is feasible and permissible to contract out for these services given the current capacity required for the critical work assignments directed by the Department and designated by the EOC.

The difficult process of identifying a 5% cut to the DCR budget has an unfortunate and unavoidable impact on personnel. Based on our intensive review of past practices, operations, and options, we are faced with the unenviable task of taking the steps necessary to balance the budget while maintaining excellent service to our customers. Without the implementation of an alternate measure to address the City's structural deficit, we must employ alternative options to maintain these vital services.

Reallocations and Other Changes (if applicable)

If the 5% reduction is necessary, we propose that the Hearing Examiner position be discontinued and $105,000 be reallocated to contracting for legal services to preserve all functions of the Hearing Examiner position for DCR staff and members of the public. This will result in a net neutral reallocation, in conjunction with the 5% cut.

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Civil Rights
Enter your Service:	Access

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for providing and protecting access to employment; to services, programs, and facilities through eliminating barriers to inclusion; to housing and neighborhood resources; to entrepreneurship and government contracting; and to training to build skills and create awareness regarding individual and organizational rights, responsibilities, and opportunities.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Language Access: Implement city-wide language access program and coordinate all language requests.
- Disability Rights Compliance: Ensure Americans with Disabilities Act compliance for City assets including parking, playgrounds, polling places, and Metro Transit.
- Economic Equity: Sponsor diverse business development and workforce programming to assist City agencies and vendors to further diversify subcontracting, supply chain sourcing, and reduce under-representation among women, people of color, and individuals with disabilities.
- City Services: Facilitating more direct access to City services for under-served neighborhoods and community members.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Civil Rights
Enter your Service:	Accountability

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for providing accountability related to employment and government contracting; to services, programs, and facilities; to housing and neighborhood resources; and to individual and organizational rights, responsibilities, and opportunities.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Discrimination Complaints: Resolve complaints of harassment and discrimination through investigations and appeals, conducting mediations and hearings.
- Disability Rights Compliance: Ensure Americans with Disabilities Act compliance for City assets including parking, playgrounds, polling places, and Metro Transit.
- Contractor Responsibilities: Review Affirmative Action Plans, audit contractor compliance, and provide technical assistance on contract requirements.
- Equal Employment Opportunity: Collaborating with Human Resources and other City agencies to review and improve equitable hiring practices in City employment

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	12,067	Increase to move 12% of a position's salary out of the grant fund into the General Fund to be consistent with all other department positions
1100 - GENERAL	54 - PURCHASED SERVICES	-12,067	Decrease to move a portion of interpretation services, system & software maintenance, and conferences & trainings to federal funding received annually to support the work of the Equal Opportunities Division
1220 - OTHER GRANTS	51 - SALARIES	-12,067	Decrease to move 12% of a position's salary out of the grant fund into the General Fund to be consistent with all other department positions
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	12,067	Increase the use of federal funding for interpretation services, system & software maintenance, and conferences & trainings to support the work of the Equal Opportunities Division
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

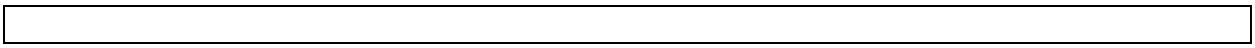
Click or tap here to enter text.

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 2025 budget?

Position #4699: Reallocates the 12% of this position's salary and benefits currently hitting the grant fund back into the General Fund to be consistent with all other department positions. The change is offset by allocating purchased services related to the work of the Equal Opportunity Division to the federal funds received annually.

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?

Reallocating the 12% of this position aligns with the rest of the department's positions, and it will allow a larger portion of the federal funds received annually to support the purchased services required to complete the Equal Opportunity Division's goals.



2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Civil Rights
Enter your Service:	Education

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for providing education related to employment; to services, programs, and facilities design; to housing and neighborhood resources; to entrepreneurship and government contracting; and to skills and awareness regarding individual and organizational rights, responsibilities, and opportunities.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Racial Equity and Social Justice: Provide equity training to City employees and develop and maintain tools and policy to advance equity in the City.
- Outreach and Public Information: Create greater public awareness of civil rights policies, programs, projects, and events through partnerships with City agencies and community-based organizations.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Civil Rights
5% Minimum Target	**133,614**
Total Amount Identified	133,614

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
124 - ACCOUNTABILITY	Resolving complaints of harassment and discrimination raised among employers, public places of accommodation, and housing providers doing business in Madison	Accountability	The current budget for this activity is $238,989. The department requests that, if the service is reduced, the balance of what is left after the 5% reduction be put towards an annual, ongoing contract with a vendor that would complete the activity on an as-needed basis. That balance totals $105,375. A request for proposals would need to be completed to identify a vendor.	1	133,614

Clerk

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	2,957,859	2,279,693	2,310,159	3,810,472	2,645,254	2,645,254
Other Grants	-	-	-	1,004,800	-	-
Total	**$ 2,957,859**	**$ 2,279,693**	**$ 2,310,159**	**$ 4,815,272**	**$ 2,645,254**	**$ 2,645,254**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Clerk Elections						2,137,310
Clerk Licensing						237,376
Clerk Operations						270,567
Total	**$ 2,957,859**	**$ 2,279,693**	**$ 2,310,159**	**$ 4,815,272**	**$ 2,645,254**	**$ 2,645,254**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(27,397)	-	-	-	-	-
Total	**$ (27,397)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,896,946	1,353,490	1,461,595	2,805,232	1,848,456	1,852,871
Benefits	292,055	244,365	258,490	289,024	281,365	281,365
Supplies	579,897	404,000	335,799	1,474,333	248,415	241,250
Purchased Services	164,371	265,755	168,923	235,594	252,302	255,102
Debt Othr Financing	39,347	-	73,341	-	-	-
Inter Depart Charges	12,641	12,083	12,013	11,088	14,715	14,665
Total	**$ 2,985,256**	**$ 2,279,693**	**$ 2,310,159**	**$ 4,815,272**	**$ 2,645,254**	**$ 2,645,254**

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 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Our goal is to help Madison residents connect with their local government – through exercising their right to vote, connecting with the city's legislative process, and safely visiting businesses licensed through out office.

99% Budget

Our budget proposal includes savings generated by the Bluecrest equipment we purchased with grant funds before this year's April election, which will automate the mailing and sorting of absentees. The ability to once again use drop boxes for the return of absentee ballots may make it feasible to reduce expenses by obtaining a Business Reply Mail permit.

Lower Priority Service Activity Identification

We currently staff polling locations to ensure that voter wait times are 15 minutes or less after the initial rush when the polls open. The 5% reduction included in this budget proposal could double voter wait times. The 2014 Presidential Commission on Election Administration recommended, "No citizen should have to wait more than 30 minutes to vote."

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Clerk
Enter your Service:	Clerk Elections

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The City Clerk's Office facilitates the right to vote so each eligible voter is able to cast a ballot and have that ballot counted.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Answer voter questions
- Register voters
- Manage voter list maintenance
- Certify ballot access for city and school board candidates
- Process absentee requests
- Mail absentee ballots upon request
- Secure absentee ballot envelopes returned to the office
- Train and schedule poll workers to deliver absentee ballots to absentee voters in nursing homes and residential care facilities
- Set up and support in-person absentee voting sites
- Coordinate absentee ballot couriers and chains-of-custody for absentee voting sites and drop boxes
- Recruit, train, schedule, and pay poll workers
- Conduct public test of election equipment
- Secure ballots and election equipment

- Establish and equip polling locations
- Provide poll workers and voters with support, resources, and answers on Election Day
- Certify local and school district election results
- Record and reconcile voter participation in the state voter registration system
- Conduct recounts, as needed, for local and school board elections
- Train new municipal clerks from municipalities across the state
- Fulfill countless open records requests

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Clerk
Enter your Service:	Clerk Licensing

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

We serve the community by processing license applications for the City of Madison and Public Health Madison Dane County, administering license renewals for the Fire Department, and staffing the Alcohol License Review Committee.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

We process license applications for:

- Liquor/Beer Sales
- Operators (Alcohol Servers)
- Entertainment
- Picnic Beer
- Adult Entertainment
- Amusement Devices
- Auto Salvage Dealers
- Cigarette, Tobacco, Electronic Vaping Device Retail Products
- Close Out Sales
- Solicitors
- Theaters
- Transient Merchants
- Truckers/Peddlers

- Scrap & Recycling
- Secondhand Dealers
- Secondhand Textbook Dealers
- Taxis
- Pedal Cabs
- Paratransit
- Bed & Breakfasts (Countywide)
- Hotels (Countywide)
- Short-Term Rentals (Countywide)
- Swimming Pools (Countywide)
- Retail Food Establishments (Countywide)
- Mobile Food Establishments (Countywide)
- Transient Food & Farmer's Market Vendors (Countywide)
- Tattoo & Body Piercing Establishments (Countywide)
- Non-Stormwater Discharge (Countywide)
- Private Septic Systems (Countywide)
- Private Wells (Countywide)

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

We are budgeting to staff ALRC meetings until only 1 a.m.

Explain how your proposed change(s) will align with your draft 2024-2025 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 should not affect our Equity Action Plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

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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?

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Clerk
Enter your Service:	Clerk Operations

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The City Clerk's Office helps members of the community connect with their local government.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Clerk Operations tasks include:

- Posting meeting agendas
- Preparing Common Council agendas
- Staffing Common Council meetings
- Compiling Common Council proceedings
- Training city staff to use Legistar
- Covering costs for the Police & Fire Commission
- Routing city contracts
- Filing annexations and attachments with the Register of Deeds
- Providing the State with the annual certification of city boundaries
- Serving as the custodian of many City records
- Processing lobbyist registrations
- Collecting Statement of Interest filings from committee staff and certain city employees
- Providing notary services
- Accepting service of lawsuits against the City
- Redirecting the public to the appropriate city, county, or state agency

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

We have budgeted to staff Common Council meetings (other than Council budget deliberations) until only 1 a.m.

Explain how your proposed change(s) will align with your draft 2024-2025 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 should not affect our Equity Action Plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**132,263**
Total Amount Identified	149,969

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount ($)
132 - CLERK ELECTIONS	Poll Worker Pay	City of Madison Voters	Wait times at the polls may increase from 15 minutes to 30 minutes. Reductions in poll workers to the minimum required staffing levels at each station inside a polling location reduces ability to respond to surges in voter arrival or higher than anticipated voter turnout.	N/A	$ 149,969

Common Council

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	769,109	1,196,631	951,037	1,130,046	1,173,497	1,173,497
Total	**$ 769,109**	**$ 1,196,631**	**$ 951,037**	**$ 1,130,046**	**$ 1,173,497**	**$ 1,173,497**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Common Council	769,109	1,196,631	951,037	1,130,046	1,173,497	1,173,497
Total	**$ 769,109**	**$ 1,196,631**	**$ 951,037**	**$ 1,130,046**	**$ 1,173,497**	**$ 1,173,497**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Misc Revenue	(21,804)	(14,000)	(18,208)	(20,000)	(20,000)	(20,000)
Total	**$ (21,804)**	**$ (14,000)**	**$ (18,208)**	**$ (20,000)**	**$ (20,000)**	**$ (20,000)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	568,870	887,101	692,614	835,861	870,287	870,287
Benefits	113,670	146,668	131,582	117,196	121,369	121,369
Supplies	65,700	62,065	56,173	75,300	75,300	75,300
Purchased Services	31,003	68,452	42,531	59,311	59,311	59,311
Inter Depart Charges	11,670	46,345	46,345	62,378	67,230	67,230
Total	**$ 790,914**	**$ 1,210,631**	**$ 969,245**	**$ 1,150,046**	**$ 1,193,497**	**$ 1,193,497**

TO: Mayor Satya Rhodes-Conway
FROM: Karen Kapusta-Pofahl, Common Council Chief of Staff
DATE: June 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo

99% of Cost-To-Continue Budget

The Common Council is submitting a 99% of cost-to-continue budget for 2025.

5% Reduction Scenario

The Common Council Executive Committee has authorized the Council Chief of Staff to submit the following 5% budget reduction scenario. The 5% target for the Common Council Office is a reduction of $58,675. The reduction scenario presented below offers a total of $58,690 in cuts. We hope that it will not be necessary to make any of these reductions.

Eliminate Funding for Paid Interns (total reduction of $11,7000)

- Eliminate funding for AASPIRE intern ($6,700)
- Eliminate funding for alder interns ($5,000)

Implications: Eliminating intern funding removes our ability to provide paid internship opportunities for young people interested in local government, community engagement, or legislative process. Additionally, eliminating the Council Office AASPIRE internship reduces the scope and number of engagement activities that staff can carry out via social media and during the busy summer event season.

Eliminate Funding for Alder Training and Conflict Resolution and League of Wisconsin Municipalities Membership Contribution (total reduction of $25,000)

- Eliminate the alder training and conflict resolution funding ($21,176)
- Remove authorization to use $3824 League of Wisconsin Municipalities membership ($3824)

Implications: Eliminating the alder training and conflict resolution funding has significant negative implications for our ability to provide a comprehensive new alder onboarding program and any ongoing tailored alder and Council development opportunities such as retreats. Further, the removal of funding for third party conflict mediation means that alders will not have that option in the case that they need such services during a dispute or an issue under the Elected and Appointed Official Code of Ethical Conduct. Additionally, the elimination of this funding means that the Council Office will not be able to carry out multi-district budget engagement events in 2025. Removal of the funding for the League of Wisconsin Municipalities membership will deprive not only the Council, but the City as a whole, from access to beneficial representation, research, training, and networking opportunities.

Reduce Alder Expense Account Funds (total reduction of $16,240)

- Reduce each alder's general expense account (currently $1900) by $812 each (leaving a total of $1088 per alder in this account)

Implications: These expense accounts are used to support alders as they engage with constituents and inform community members about City business. A reduction of $812 per alder in the funding allocated for alders to use for expenses that assist them in performing their alder duties and City business is an approximately 43% reduction in the alder general expense accounts. Between a reduction in this account and the elimination of the alder training funding, alders will experience a steep decline in the amount of support and training available to them. This will especially impact the incoming 2025 alder cohort and beyond.

Eliminate Council Office Professional Development Funding (total reduction of $5,750)

- Eliminate funding for Council Office staff professional development ($5,000)
- Eliminate professional society memberships for Council Office staff ($750)

Implications: Eliminating all funding for Council office staff professional development and professional society memberships diminishes our ability to attract and retain staff talent, and it greatly reduces our staff's ability to gain knowledge of emerging best practices in their areas of work (especially legislative analysis, community engagement, and public administration).

Reallocations

For the 2025 99% of cost-to-continue budget, we will be earmarking $5,500 of the alder training and conflict resolution funds ($21,176) to prioritize for a series of multi-district engagement events regarding the 2026 City budget outlook. This is not a request for additional funds.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Common Council
Enter your Service:	Common Council

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Common Council
5% Minimum Target	**58,675**
Total Amount Identified	58,690

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
141 - COMMON COUNCIL	Eliminate AASPIRE intern funding	Young people interested in local government, policy, etc.	Eliminating intern funding removes our ability to provide paid internship opportunities for young people interested in local government, community engagement, or legislative process. Additionally, eliminating the Council Office AASPIRE internship reduces the scope and number of engagement activities that staff can carry out via social media and during the busy summer event season.	0.00	$ 6,700

5% Minimum Target	**58,675**
Total Amount Identified	58,690

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
141 - COMMON COUNCIL	Eliminate Alder intern funding	Alders, students	Eliminating intern funding removes our ability to provide paid internship opportunities for young people interested in local government, community engagement, or legislative process.	0.00	$ 5,000
141 - COMMON COUNCIL	Eliminate alder training and cc	Alders	Eliminating the alder training and conflict resolution funding has significant negative implications for our ability to provide a comprehensive new alder onboarding program and any ongoing tailored alder and Council development opportunities such as retreats. Further, the removal of funding for third party conflict mediation means that alders will not have that option in the case that they need such services during a dispute or an issue under the Elected and Appointed Official Code of Ethical Conduct. Additionally, the elimination of this funding means that the Council Office will not be able to carry out multi-district budget engagement events in 2025.	0.00	$ 21,176

5% Minimum Target	**58,675**
Total Amount Identified	58,690

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
141 - COMMON COUNCIL	Remove authorization to fund League of Wisconsin Municipalities that came out of Council budget	Alders, City staff	Removal of the funding for the League of Wisconsin Municipalities membership will deprive not only the Council, but the City as a whole, from access to beneficial representation, research, training, and networking opportunities.	0.00	$ 3,824
141 - COMMON COUNCIL	Reduce alder expense accounts	Alders, constituents	These expense accounts are used to support alders as they engage with constituents and inform community members about City business. A reduction of $812 per alder in the funding allocated for alders to use for expenses that assist them in performing their alder duties and City business is an approximately 43% reduction in the alder general expense accounts. Between a reduction in this account and the elimination of the alder training funding, alders will experience a steep decline in the amount of support and training available to them. This will especially impact the incoming 2025 alder cohort and beyond.	0.00	$ 16,240

5% Minimum Target	**58,675**
Total Amount Identified	58,690

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
141 - COMMON COUNCIL	Eliminate Council Office staff professional development funds	Council Office staff	Eliminating all funding for Council office staff professional development and professional society memberships diminishes our ability to attract and retain staff talent, and it greatly reduces our staff's ability to gain knowledge of emerging best practices in their areas of work (especially legislative analysis, community engagement, and public administration).	0.00	$ 5,000
141 - COMMON COUNCIL	Eliminate Council Office staff professional membership funds	Council Office staff	Eliminating all funding for Council office staff professional development and professional society memberships diminishes our ability to attract and retain staff talent, and it greatly reduces our staff's ability to gain knowledge of emerging best practices in their areas of work (especially legislative analysis, community engagement, and public administration).	0.00	$ 750

Community Development

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Community Development Grants	6,511,531	9,098,745	10,755,238	13,643,608	18,966,347	14,040,322
General	13,852,413	18,850,950	14,363,313	15,594,407	15,996,648	15,680,228
Other Grants	49,151,907	31,160,920	4,520,839	183,008	75,089	16,798,489
Other Restricted	-	-	7,743,788	-	20,225,553	20,225,553
Total	**$ 69,515,851**	**$ 59,110,616**	**$ 37,383,178**	**$ 29,421,023**	**$ 55,263,637**	**$ 66,744,592**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
CD Division Administration						1,556,677
Child & Youth Services						4,530,333
Crisis Intervention Prevention						2,403,532
Employment & Career Development						2,285,356
Homeless Svcs & Housing Stability						23,519,322
Housing Development & Financing						28,048,278
Neighborhood Support						2,044,316
Older Adult Services						1,563,801
Small Business Assistance						792,976
Total	**$ 69,515,851**	**$ 59,110,616**	**$ 37,383,178**	**$ 29,421,023**	**$ 55,263,637**	**$ 66,744,592**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(233,103)	(84,643)	(84,643)	(84,643)	(258,643)	(258,643)
Charges For Services	(11,100)	(21,000)	(6,540)	(21,000)	(21,000)	(21,000)
Invest Other Contrib	(163,478)	(196,280)	(144,141)	(98,480)	(98,480)	(210,480)
Misc Revenue	(94,746)	(113,000)	(97,057)	(73,000)	(73,000)	(73,000)
Transfer In	$ (1,502)	$ (100,000)	$ (54,675)	$ (100,000)	$ (50,000)	$ (50,000)
Total	**$ (503,928)**	**$ (514,923)**	**$ (387,057)**	**$ (377,123)**	**$ (501,123)**	**$ (613,123)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	2,974,500	3,488,102	3,247,450	3,651,255	3,688,471	3,700,596
Benefits	985,362	1,069,094	970,597	1,118,989	1,072,408	1,072,408
Supplies	(2,774)	40,400	178,954	55,950	55,950	59,950
Purchased Services	65,973,191	54,937,840	30,883,231	24,878,847	50,441,986	62,446,910
Debt Othr Financing	15,184	48,286	1,831,698	48,959	48,959	40,248
Debt Other Financing	-	-	4,306	-	-	-
Inter Depart Charges	545,467	291,142	328,692	441,384	526,804	1,028,934
Inter Depart Billing	(527,557)	(279,732)	(294,879)	(415,644)	(88,224)	(1,003,737)
Transfer Out	56405.8	30406	620185.08	18406	18406	12406
Total	**$ 70,019,779**	**$ 59,625,539**	**$ 37,770,235**	**$ 29,798,146**	**$ 55,764,760**	**$ 67,357,715**

Department of Planning and Community & Economic Development
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 19, 2024
Subject: 2025 Operating Budget Transmittal Memo

Goals of CDD's Operating Budget

The Community Development Division's 2025 Operating Budget presents a revamped service structure as we incorporate changes that are being undertaken in conjunction with Results Madison. The new structure does not reflect a change in services in which CDD is engaged, rather it seeks to provide a more detailed and transparent description of CDD's current and ongoing activities. The number of services expands from five to nine for which funding is used to support activities that address basic community needs. These services closely align with the City's *Imagine Madison* framework and, in particular, priorities laid out within two of its *Elements of a Great City — Neighborhoods and Housing*, and *Economy & Opportunity*. The updated service structure and 2025 goals are as follows:

- "Housing Development and Financing" — captures activities previously included under CDD's *Affordable Housing* service. Under it, CDD will continue efforts to help preserve, improve, and expand housing choices that are affordable for renters and homeowners in Madison while supporting neighborhood health and vitality.
- "Homeless Services and Housing Stability" — previously included under the *Affordable Housing* service, the activities within this service are focused on the support the City offers to the network of service agencies that work with renter households and people experiencing homelessness to ensure that all Madison residents are able to secure and maintain stable housing.
- "Crisis Intervention and Prevention" — previously included under the CDD service labeled *Community Support Services*, the activities within this service support community partners who respond to the needs of vulnerable populations in Madison whose lives are disrupted by domestic violence, sexual assault, social or cultural isolation, and other circumstances that can destabilize households. The goals are both to address household needs in the immediate aftermath of crisis events and reduce the likelihood that they will reoccur.
- "Child and Youth Services" — also previously included under *Community Support Services*, this new service captures activities that provide Madison families access to affordable, high-quality programs for children from birth to school-age as well as for school-aged youth.
- "Older Adult Services" — another service previously included under *Community Support Services*, this service captures ongoing efforts to support older adults through activities and programming that are offered through and at the Madison Senior Center, as well as through a network of community partners that provide case management, senior activities and education services with City financial assistance. In 2025, we expect to see the first tangible signs of efforts to improve our services for a more diverse group of older adults in Madison.
- "Employment and Career Development" — previously included within CDD's *Economic Development & Opportunities* service, this service captures the work we do in support of a network of local service providers that offer job readiness, employment training and career exploration and development services for youth and adults in our city, particularly those who face barriers to stable employment.

- "Small Business Assistance" — also previously included under the former *Economic Development & Opportunities* service, this service describes ongoing efforts to support small businesses and entrepreneurs through the provision of technical and financial assistance. (These efforts rely mostly on Federal Community Development Block Grant funds that are administered by CDD; however, staff in the City's Economic Development Division manage the contracts with local agencies to whom funds are awarded.)
- "Neighborhood Support" — this service was previously labeled *Strong and Healthy Neighborhoods*. In it, CDD offers direct financial support that helps sustain the network of Madison's neighborhood centers and other community facilities. In partnership with City Planning staff, we also continue to promote and support the preparation and implementation of resident-driven neighborhood revitalization plans.
- "Division Administration" — this service remains unchanged from previous years. Within it, we provide general staffing, budgeting, and operational support across the Division.

The vast majority of CDD's operating budget ($11.2 million of $15.6 million) goes to support purchase of service contracts with local non-profit partners that serve Madison residents. We allocate those funds within specific program areas (e.g., older adult services, homeless services, youth employment and career development, etc.) through a series of competitive request for proposals (RFP) processes. Program funds are put out to bid on a revolving 4-5-year basis; in any given year, 3-5 RFP processes may occur. Each is guided by detailed 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 performance reporting requirements. CDD strives to ensure positive outcomes from the use of City dollars by promoting, adopting and supporting recognized best practices and evidence-based program models.

99% Budget for General Fund

There are several ongoing practices through which CDD staff is able to generate budget savings. In supporting the work of contracted agencies, staff routinely monitor spending rates, staffing levels and performance outcomes. On occasion, an agency's full allotment of City funds is unneeded, or goes unused, money can be returned. Historically, about 2% of aggregate contracted funds are returned.

CDD staff actively collaborate with colleagues in and outside the Department of Planning and Community & Economic Development to improve the efficiency of City efforts around data maintenance and communication, public engagement, City-initiated (re)development, violence prevention and more. Staff will remain active in interagency teams, such as Neighborhood Resource Teams, to identify opportunities for program and process improvements.

Finally, CDD is preparing to implement organizational changes we believe will strengthen our internal financial, compliance and project management capabilities. The changes, mostly drawing on existing staff, will create a team focused on these functions and will utilize budget authority that was included in CDD's 2023 Adopted Budget to bolster management and administrative functions in response to growing responsibilities around affordable housing. We anticipate process and productivity improvements will follow.

Lower Priority Service Activity Identification for General Fund

At its core, the work of the CDD focuses on providing opportunities to Madison residents who confront a variety of economic, cultural or social barriers that impact their quality of life, whether with respect to housing security, gainful employment, access to quality youth programming, recovery from personal trauma, or a sense of feeling part of a cohesive community. By its very nature, our work promotes equity and inclusion, it is meant especially to support those who often lack opportunities to fulfill their potential and shape their lives.

Yes, the community agencies with whom CDD partners operate programs and provide services that benefit thousands of Madisonians. But to appreciate their impact is to understand that they serve residents one individual at a time. The young mother desperate to find safety and shelter in the wake of an incident of domestic violence. The 50-year-old man, looking to rebuild his life after completing a prison sentence but facing bleak prospects for employment, and housing. The high school teen, struggling to succeed at school but with dreams of starting her own business. Or the working couple who need a safe and nurturing place for their children during the workday.

The many agencies who exist to respond to these and similar circumstances do so with limited resources. When available, City funding typically represents only a modest portion of their budgets, forcing agencies to expend considerable time and energy securing funding from other public and private sources. Some are more successful than others but most are chronically under-resourced. And nearly all report they are unable to assist everyone that needs their services. Not surprisingly, in program areas for which the City provides support total requests for funding far exceed what is available. All of which is to say that the thought of reducing financial support to these agencies is most difficult.

A 5% reduction to CDD's operating budget amounts to about $785,000. For context, that is nearly the amount we currently commit to support for Madison's 15 neighborhood centers. It is the total devoted to the full array of Adult Employment and Career Development services. And it is nearly equal to the amount of funding we provide to agencies that support Madison's older adult population.

While we think it important to offer this perspective, CDD staff recognize that few City policy makers relish the thought of reducing spending for these badly needed services. We greatly value the contributions our community partners make toward improving the quality of life for many in this City. We know you share that sentiment. But we also recognize the difficult budget situation in which we find ourselves, and understand the need to offer constructive, if difficult, options for your consideration.

In developing potential spending cuts, we have looked for options we think would have lesser impacts either because the numbers of people that might benefit from the use of the funds is modest, or because funding from other sources might be available to offset City cuts. Finally, we have looked at areas that are less a part of core CDD activities.

With that, the following describes, by service, potential spending cuts to meet CDD's 5% ($783,461) target:

- **Service**: *Older Adult Services*—Reduce funding by $117,621
  Activities: Remove funding for the vacant Senior Center Manager position
  Rationale: Last year, CDD formalized the merger of the Older Adult Services team into the larger Community Resources unit. Staffing support around older adult services and the Senior Center has been adjusted to better meet our objectives but have not required filling this position. Instead, the position would be reclassified and used to support other CDD organizational changes alluded to previously. That can be achieved without these funds. Under other circumstances, this money might be reallocated to support the Older Adult Services funding process that is currently underway. But given the need to identify spending cuts, these funds can contribute to CDD's target and reduce the amount that needs to be prepared from existing contracts.

- **Service**: *Child and Youth Services*—Reduce funding by $48,000
  Activities: Cease City funding of activities connected to the Northside Early Child Care Zone ($38,000); Remove funding for driver's education scholarships ($10,000)
  Rationale: The City's participation in the NECZ came about in the context of a multi-million-dollar, multi-year commitment to the initiative from the Oscar Rennebohm Foundation. The Foundation funding has ended. The City is not a financial participant in the other early child care zones that Dane County administers. Nearly half of these funds had been used to offset rent for a facility that is no longer in use. The balance goes to 2 small contracts to pay child care stipends to families who take part in other programming, and to support a portion of a family engagement specialist employed by Reach Dane.

  City funding to support driver's ed scholarships was added to the 2024 Operating Budget via Council amendment. The modest level of funding, coupled with the fact that it is not an established use, justifies its removal.

- **Service**: *Crisis Intervention and Prevention*—Reduce funding by $180,000
  Activities: Eliminate funding for youth restorative justice services.
  Rationale: These are worthy programs aimed at reducing youth exposure to the criminal justice system. However, the services are generally more closely aligned with Dane County's Department of Human Services (from whom they draw more funding) and MMSD, and less so with the balance of CDD's work in *Crisis Intervention and Prevention* or *Child and Youth Services*.

- **Service**: *Homeless Services & Housing Stability*—Reduce funding by $438,000
  Activities: Strike funding currently allocated to services associated with permanent supportive housing and with outreach services.
  Rationale: To be sure, support for the unhoused population in Madison is a high priority and has been the focus of considerable attention since the pandemic. Reducing this funding will put added pressure on agencies and other funding partners to meet demands for services. It is reasonable to think, though by no means certain, that funding from other sources could emerge to help offset these reductions. Importantly, this discussion comes as construction is about to begin of a purpose-built men's shelter. Given the strong likelihood that City contributions to the operation of that facility will be necessary upon its opening in late 2025, strong consideration should be given to reallocating these funds for that use.

Reallocations and Other Changes (if applicable)

CDD seeks to create a Finance and Compliance Unit within the Division. The Unit will provide primary financial and regulatory oversight functions for the Division. The number, scale and variety of programs and resources for which CDD is responsible continues to grow. They include resources derived from local, State and Federal sources. With them, especially non-City sources, come expanded financial and regulatory obligations, and potentially significant consequences for failure to meet them in an accurate and timely manner.

In 2023, the Council granted authority in the Adopted Budget to draw on the Affordable Housing Fund to support administrative costs that were accruing to CDD due to expanding responsibilities around affordable housing. The availability of that authority provides the means to fund two positions needed to fill out the Unit without the need for additional budget authority. CDD will use the vacant senior center position, referenced above, for one of the positions but will require authority to add a second position.

The Division's budget submission will show a $42,000 transfer of salary and benefits from the Housing Development and Financing service to Division Administration; these funds represent both City Levy as well as federal sources. But to be clear, the creation of the Unit requires no new spending authority. Moreover, it allows the Division to relinquish $117,621 of City levy that is currently budgeted for the senior center position, and to make it available to help meet our 5% spending reduction.

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	CD Division Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

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.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Direct Administration & Support Services: Provide overall staffing, budgeting, regulatory and operational support across the Division's various 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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 #846. A vacant 18/12 manager position at the Senior Center (Older Adult service) is proposed to be used to lead a finance and compliance unit with Division-wide purview. Authorization for a second position is needed. Creation of that unit, and allocation of these positions take advantage of authority approved in the 2023 Adopted Budget to address administrative support needs primarily related to expanded responsibilities around the Division's affordable housing activities.

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

The proposed change covers the transfer and reclassification of a currently vacant (18/12) manager position to an 18/14 manager position, and the authorization of a CD Tech (20/16) position. By utilizing existing budget authority to draw on the Affordable Housing Fund to support related administrative costs, funding for these two positions can be achieved without the need for additional spending authority. That is, the proposed change is budget neutral.

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 2025 budget?

The proposed personnel changes utilize authority included in the 2023 Adopted Budget to draw on the Affordable Housing Fund (capital budget) to more accurately assign staffing costs to responsibilities associated with growing affordable housing duties. Funds freed up by this reallocation will support a budget and compliance team to lead financial and regulatory functions within CDD. The change will provide added capacity to manage administrative obligations flowing from Federal, State and local funding sources.

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 net neutral reallocations will not impact, or be impacted by, CDD's Equity Action Plan. The position descriptions for the new positions are currently under review by Human Resources.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Child & Youth Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service expands access to affordable, high quality early childcare, and programs for children and youth. It does so by offering direct support to a network of service providers and promoting their adherence to best practice standards. CDD's role varies in this work and includes funding programs and initiatives, collaborating with partners in the child and youth field, and convening groups of stakeholders.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Child and Youth Development: Provide financial and other support to community partners that offer programming serving middle- and high school-aged youth.
- Early Childhood Care and Education: Provide financial and other support to community partners that offer programs and services focused on early childhood and elementary school-aged children.
- Child Care Tuition Assistance and Stabilization: Provide financial subsidies to eligible households to help them pay for quality child care, and provide financial assistance to support child care centers that serve children in lower-income households.
- Child Care Center Support and Professional Development: Work with local child care providers to improve the quality and capacity of early childhood care services through on-site accreditation, support and training.
- Madison Out-of-School Time (MOST): In collaboration with the Madison Metropolitan School District, collaborate with the network of community partners to promote and support

evidence-based out-of-school-time programming available to youth, and work to ensure it is accessible to all Madison households.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Crisis Intervention Prevention

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides financial and technical assistance to organizations in three key areas: crisis intervention, recovery and stabilization, and prevention services and activities. The range of programming and services seeks to provide safety and stability to individuals and households in crisis and help to those seeking pathways out of poverty.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Crisis Intervention Support Services: Provide support to community partners that offer 24-hour emergency response and shelter services specific to interpersonal violence, sexual assault, human trafficking, and run-away youth.
- Prevention Services and Activities: Provide support to community partners that provide outreach, engagement, and information to the community on available programs and services that support pathways out of poverty.
- Recovery and Stabilization Services: Provide support to community partners that provide case management, resource facilitation and support in youth restorative justice.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Employment & Career Development

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
This service provides support for youth, young adults, and adults facing barriers to employment by supporting a network of local partners that offer a continuum of job training, career exploration and support programs. This continuum seeks to improve economic opportunities for job seekers and meet workforce needs.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Adult Employment & Training: Support community partners that offer a range of employment training, job readiness and career development services to adults who face obstacles to gainful employment.
- Young Adult Employment & Training: Support community partners that provide young adults (ages 18-26) with age-appropriate employment, employment training, and job coaching opportunities.
- Youth Employment & Training: Support community partners that provide youth (ages 14-21) with age-appropriate employment, employment training, job coaching and career exploration 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	46 - INVEST OTHER CONTRIB	-110,000	Increase revenue budget authority for anticipated Center for Financial Empowerment (CFE) and National League of Cities (NLC) grant-funded youth employment activities in 2025.
1100 - GENERAL	54 - PURCHASED SERVICES	110,000	Increase expenditure budget authority for anticipated CFE and NLC grant-funded youth employment activities in 2025.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No change to current/ongoing/planned activities. This simply ensures CDD has sufficient budget authority to proceed with 2025 youth employment activities funded by the Center for Financial Empowerment (CFE) and/or the National League of Cities (NLC).

Explain how your proposed change(s) will align with your draft 2024-2025 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 programmatic changes are being proposed. This is not related to any NRT recommendation.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Homeless Svcs & Housing Stability

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The City of Madison, along with our partners, supports a coordinated homeless services and tenant support system that seeks to improve housing stability and access, providing resources for households at risk of losing housing and making homelessness a rare, brief, and non-recurring experience.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Assist Homeless and Special Needs Populations: Provide financial and technical support to the network of community partners that work to prevent homelessness, provide shelter and include case management services in housing opportunities.
- Support Housing Resources: Assist community partners that provide housing counseling, mediation, and other related services to both tenants and property owners.
- Provide Financial Assistance *(Rental / TBRA)*: Support community partners that provide rental subsidies and other assistance to previously homeless tenants.
- Promote Fair Housing: Support community partners that are involved in efforts to educate and train local property managers on issues related to fair housing and ensuring equitable access to housing, and that respond to discrimination complaints.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Summary of proposed payroll allocations

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The proposed changes simply adjust funding source allocations to adhere to anticipated max admin dollar thresholds available through the City's ESG and CoC grants in 2025. Taken together with the proposed allocation changes in services 1 (Housing Development & Financing) and 9 (CD Division Administration), the Division's changes are net neutral to the General Fund and CDD's target 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?

These net neutral reallocations will not impact, or be impacted by, CDD's Equity Action Plan.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Housing Development & Financing

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service funds and administers programs to preserve, improve, and expand the supply of affordable housing for renters and homeowners while supporting neighborhood health and vitality. This is done by providing financial assistance to developers, administering direct lending programs, and by supporting a network of service providers for rehabilitation, down payment assistance and homebuyer education.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Rehab & Accessibility *(Owner-Occupied / Rental)*: Provide grants and loans to help finance major rehabilitation projects and minor home repairs, for example, to make accessibility improvements, to both rental and owner-occupied housing units.
- Housing Development *(Owner-Occupied / Rental)*: Provide loans to help finance the development of new rental and owner-occupied housing units.
- Financial Assistance *(Homebuyer)*: Provide secondary financing, in the form of mortgage reduction assistance, needed to enable low-to-moderate income homebuyers purchase properties.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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 #846. A vacant 18/12 manager position at the Senior Center (Older Adult service) is proposed to be used to lead a finance and compliance unit with Division-wide purview. Authorization for a second position is needed. Creation of that unit, and allocation of these positions take advantage of authority approved in the 2023 Adopted Budget to address administrative support needs primarily related to expanded responsibilities around the Division's affordable housing activities.

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

The proposed change covers the transfer and reclassification of a currently vacant (18/12) manager position to an 18/14 manager position, and the authorization of a CD Tech (20/16) position. By utilizing existing budget authority to draw on the Affordable Housing Fund to support related administrative costs, funding for these two positions can be achieved without the need for additional spending authority. That is, the proposed change is budget neutral.

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 2025 budget?

The proposed personnel changes utilize authority included in the 2023 Adopted Budget to draw on the Affordable Housing Fund (capital budget) to more accurately assign staffing costs to responsibilities associated with growing affordable housing duties. Funds freed up by this reallocation will support a budget and compliance team to lead financial and regulatory functions within CDD. The change will provide added capacity to manage administrative obligations flowing from Federal, State and local funding sources.

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 net neutral reallocations will not impact, or be impacted by, CDD's Equity Action Plan. The position descriptions for the new positions are currently under review by Human Resources

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Neighborhood Support

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service supports vibrant, healthy neighborhoods by providing financial support to a network of neighborhood centers and other community facilities and through planning and implementing projects/strategies called for in neighborhood revitalization plans and other neighborhood-based initiatives.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Neighborhood Centers: Provide non-program specific support to neighborhood centers and support for other community focal points.
- Capital Improvements for Community Facilities: Offer loans to non-profit community partners to help finance capital projects involving the creation, expansion or improvement of community spaces that benefit public users.
- Neighborhood Revitalization Plans and Projects: 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Older Adult Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service support older adults through the Madison Senior Center's programs and activities as well as by funding agencies that provide case management, volunteer services (providing community members with the opportunity to give or receive services that support aging in place), and senior activities and education.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Older Adults and Aging: Offer financial and other assistance to community-based organizations that provide needed services or resources to older adults in Madison.
- Madison Senior Center: Operate a facility devoted to supporting activities, events, and services that promote successful aging to Madison's population of older adults.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

The proposed change reduces the number of FTE positions in this service by 1.0. The position is currently vacant. The position is to be transferred to the Division Administration service to support the creation of a budget and compliance team within CDD. The (City levy) funds associated with this position are not needed to support that new team and are being offered to help meet CDD's 5% budget reduction.

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 2025 budget?

With the recent merger of the Older Adult and Community Resources unit, this position is no longer needed for its former use. It is needed, however, to support efforts to enhance CDD's financial and regulatory oversight capabilities.

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 not impact CDD's Equity Action Plan, or other equity goals. However, other staffing changes were made around older adult services that are designed to advance the Division's equity goals with respect to our support for older adults.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Community Development
Enter your Service:	Small Business Assistance

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides support to small businesses and entrepreneurs through the provision of technical assistance and loans. This service seeks to support job creation and improve economic opportunities for job seekers and business owners with a growing focus on economic and racial equity.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Job Creation and Small Business Expansion: Offer loans to small businesses to help finance projects that create new jobs.
- Small Business (Micro-enterprise) Development: Provide technical assistance and small loans to entrepreneurs seeking to start new businesses.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Community Development
5% Minimum Target	**783,461**
Total Amount Identified	783,621

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
678 - OLDER ADULT SERVICES	Vacant Senior Center Manager position	CDD	Staffing support around older adult services and the Senior Center has been adjusted to better meet our objectives but have not required filling this position. Instead, the position would be reclassified and used to support other CDD organizational changes. That can be achieved without these funds.	n/a	$ 117,621.00
677 - CHILD AND YOUTH SERVICES	Northside Early Child Care Zone	Reach Dane	The City's participation in the NECZ came about in the context of a multi-million dollar, multi-year commitment to the initiative from the Oscar Rennebohm Foundation. The Foundation funding has ended. The City is not a financial participant in the other early child care zones that Dane County administers. Nearly half of these funds had been used to offset rent for a facility that is no longer in use. The balance goes to 2 small contracts to pay child care stipends to families who take part in other programming, and to support a portion of a family engagement specialist employed by Reach Dane.	n/a	$ 38,000.00

5% Minimum Target	**783,461**
Total Amount Identified	783,621

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
677 - CHILD AND YOUTH SERVICES	Drivers Education Scholarships	Theresa Terrace/City Parks	The City's modest financial contribution toward scholarships, distributed through the Theresa Terrace Community Center and Warner Park Community and Rec Center, would end. The funding was first made available in 2024; its elimination would deprive financial support to about 10 young people wanting to secure driver's licenses.	n/a	$ 10,000.00
676 - CRISIS INTERVENTION PREVENTION	Youth Restorative Justice Services	Various Agencies	The City's financial contribution to this activity would end, likely reducing or eliminating access to the programs if agencies are unable to replace lost funding.	n/a	$ 180,000.00
672 - HOMELESS SVCS HOUSNG STABILITY	Case Management & Outreach Services	Various Agencies	The City's financial contributions to these activities would be reduced, potentially limiting access to these services if agencies prove unable to recoup losses from other sources.	n/a	$ 438,000.00

Economic Development

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	1,928,991	2,324,802	2,058,220	2,500,710	2,595,194	2,595,194
Other Grants	-	-	1,506,829	-	-	-
Total	**$ 1,928,991**	**$ 2,324,802**	**$ 3,565,049**	**$ 2,500,710**	**$ 2,595,194**	**$ 2,595,194**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Administration						190,116
Bus & Real Estate Dev Finance						458,558
Business Resources & Outreach						442,409
Policy, Planning & Project Mgmt						205,670
Real Estate Assets & Infrastructure						1,043,271
Street Vending & Sidewalk Cafes						255,170
Total	**$ 1,928,991**	**$ 2,324,802**	**$ 3,565,049**	**$ 2,500,710**	**$ 2,595,194**	**$ 2,595,194**

Service history not shown due to Results Madison service restructure.
Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,220,980	1,503,182	1,266,787	1,643,503	1,726,381	1,726,381
Benefits	356,730	434,054	364,598	464,195	467,372	467,372
Supplies	10,501	17,100	11,516	14,100	14,100	14,100
Purchased Services	279,900	309,250	1,860,931	312,250	312,250	312,250
Inter Depart Charges	60,880	61,216	61,216	66,662	75,091	75,091
Total	**$ 1,928,991**	**$ 2,324,802**	**$ 3,565,049**	**$ 2,500,710**	**$ 2,595,194**	**$ 2,595,194**

Department of Planning & Community & Economic Development
Economic Development Division
Matthew B. Mikolajewski, Director

P.O. Box 2983
Madison, Wisconsin 53701-2983
Phone: (608) 267-8737
Fax (608) 261-6126
www.cityofmadison.com/business

Business Resources
Real Estate Development
Real Estate Services

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Mikolajewski, Economic Development Director
DATE: July 19, 2024
SUBJECT: 2025 Economic Development Division Operating Budget Transmittal Memo

Goals of Agency's Operating Budget

EDD's Work Plan and Results Madison indicators are spread across five functional services. A sixth, Division Management, covers basic administrative work such as the preparation of this Operating Budget request. Our first service is "*Business Resources and Outreach*." The goal of this service is to help new and existing businesses open or expand within the City of Madison. The Madison economy is thriving, and we regularly hear from new businesses, large and small, about a desire to locate here. While many City Departments work with our business community, this service often provides the connection point between business needs and solutions inside and outside of City government. In 2022 and 2023, business resources staff assisted approximately 350 businesses each year by answering questions and connecting resources. In addition, business resources staff responded to 23 site selection requests in 2022 and 29 site selection requests in 2023. Not having this core business service within City government would reduce the efficiency and effectiveness of the City's working relationship with the business community. In particular, small and mid-sized businesses with less experience working with local government would be particularly negatively impacted.

Our second service is "*Real Estate Assets and Infrastructure.*" The goals of this service are to assist other City agencies with their real estate needs, help facilitate private development, and manage City real estate assets. Through this service, the City completes nearly all of its needed real estate work with City staff. This includes such things as purchasing right-of-way for street expansion projects, securing construction easements for the BRT project, buying Parks property, and negotiating Library leases. Private developers and businesses rely on this service to provide encroachment agreements and easements on public property needed for their real estate projects and utility infrastructure. This work is also necessary to move large City redevelopment projects forward, such as the upcoming Park Badger and Triangle redevelopments. In 2022, real estate staff worked on 238 individual projects through this service, with work on 182 projects in 2023. Through this service, the City collects approximately $1.5 million annually from private lease revenue and encroachment fees. As a result, this service generates more revenue for the City than cost.

Our third service is "*Business and Real Estate Development Financial Support*." The goal of this service is to build on the work of the first two services by making financial investments in business and real estate development projects that further City goals. In recent years, particular focus has been placed on small business development through new programs such as the Building Improvement Grant Program, Small

Cap TIF Program, and Commercial Ownership Assistance Program. Investing in small businesses financially is an important step toward growing the next chapter of our economy and providing long-term wealth building for new entrepreneurs, with a particular focus on historically disadvantaged business owners. In 2023, over 20 small businesses received $2.2 million in small business development funding managed by business resources staff. During the first half of 2024, about 30 small businesses have received $1.7 million in City support through these programs. Through the use of Tax Increment Finance (TIF), this service has also been increasingly supporting the development of new affordable housing projects throughout the community. The City invested $6.25 million of TIF in 2023 in two real estate development projects, with $3,713,000 already invested in 2024 in three projects. Finally, this service provides important food resources needed in our community. In 2023, 1,393 lower income individuals benefitted from the Double Dollars program funded through this service, and $31,000 will be provided to food pantries this year through the SEED Grant Program. Current staffing levels are needed to successfully manage all of these programs. A portion of staff time associated with this service is paid through Tax Increment Districts (TIDs) and TIF application fees.

Our fourth service is *"Policy, Planning and Project Management*." This work includes assisting with the preparation of area plans, applying for external funding, hosting events such as the small business tour, and managing efforts such as the South Madison RiSE Study. Through this service, the City secured $230,700 of WEDC grant funding for projects in Madison in 2022, with another $500,000 secured in 2023. Current staffing levels devoted to this service are needed to move these, and other related initiatives, forward.

Our fifth service is "*Street Vending and Sidewalk Café's*." This service is responsible for managing all aspects of the City's Street Vending and Sidewalk Café Programs. Staff managing this service processed 531 licenses and permits in 2022, increasing to 717 licenses and permits in 2023. In addition to supporting dozens of small businesses, including many owned by historically disadvantaged entrepreneurs, this service plays an important role in supporting our business districts for food and non-food businesses alike. 2023 program revenue equaled $370,118, with 2024 program revenue already at $371,813. As a result, this service generates more revenue for the City than cost.

99% Budget for General, Library, and Fleet Funds

One percent (1%) of the EDD Budget is approximately $25,952. We currently anticipate that EDD will be fully staffed in 2025. If this were to change; however, keeping a vacant position open longer could help us achieve this 99% Budget target without the five items noted below.

Absent a vacancy, the following five strategies would be used to meet our 99% Budget requirement:

- Ensure that no staff accumulates comp. time to a level requiring a pay-out.

- Our "*Business Resources and Outreach*" service includes $11,000 to cover business development activities identified as useful throughout the course of the year, such as completing business surveys. We will not commit these funds unless we are certain we can otherwise meet our 99% Budget target.

- Our "*Business Resources and Outreach*" service includes $7,820 of funding for Advertising Services. We will not commit these funds unless we are certain we can otherwise meet our 99% Budget target.

- We will manage the remaining $7,132 balance needed to achieve a 99% Budget target by forgoing some Conferences and Training activities unless we know we can otherwise meet our 99% Budget target.

- We will continue to manage all other supplies and operating expenses at or below the budgeted amount.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

A 5% reduction to the Economic Development Division (EDD) Operating Budget equals $129,760. The largest expense in EDD's Operating Budget is staff salaries and benefits. The second largest expense is payment to external organizations for services.

EDD is broadly divided between business resources and real estate staff. As noted above, business resources staff consistently aid hundreds of businesses per year, providing a core economic development service to the City. Business resources staff are also responsible for managing the small development programs outlined in the EDD Capital Budget, and the food access programs enumerated in the EDD Operating Budget. Staff would not be able to continue management of this workload with a reduction; and as such, this was not considered a viable approach to our 5% reduction.

A similar situation occurs within the real estate side of the EDD. As noted above, real estate staff have successfully completed much work in recent years, including managing the City's TIF program, multiple large, complex real estate redevelopment projects, managing the City's real estate assets (leases, encroachments, etc.), and facilitating real estate work necessary for public works projects such as BRT. At the same time, there exists a backlog of work that cannot be completed under existing staffing levels. A reduction in staffing would mean that staff would fall further behind on providing these core real estate services to other City agencies and the larger community. Real estate staff also generate enough revenue to offset their personnel costs. As such, a reduction in real estate staffing was dismissed as an approach to a 5% reduction.

As a staffing reduction did not appear to be a viable path to achieving our 5% reduction target, we turned our attention toward funding of external partners. There are six primary organizations, or groups of organizations, that receive funding through the Economic Development Division Operating Budget:

- Central Madison Business Improvement District (BID) - $62,225 for programming.

- Madison Region Economic Partnership (MadREP) - $20,000 for sponsorship.

- Community Action Coalition (CAC) - $62,500 for Double Dollars Program.

- SEED Grant Program - $50,000 for various organizations selected through competitive process; awarded projects generally include food pantries, meals, and community gardens.

- Rooted - $35,000 for Gardens Network Manager and $3,000 for the "Municipal Fee Mitigation Program" for lower income gardeners.

- REAP Food Group - $15,000 for summer meals program.

To determine where cuts within these organizations/programs should be made, we considered where the community receives the greatest benefit for the City investment to those in the greatest need. At the top of the list is the Community Action Coalition (CAC) and the Double Dollars Program. In 2023, 1,393 lower income farmers market customers were able to increase their spending power, directly providing more food to people in need. We are proposing to maintain full funding of the Double Dollars Program.

Second is the SEED Grant Program. Earlier this year, $31,000 of the $50,000 budgeted was pledged to food pantries, with the remaining funding directed to community gardens. As with the Double Dollars Program, food pantry support directly provides food to people in need, filling an important basic necessity in our community. The SEED Program is also highly competitive, with $135,971 of requests in 2024 for only $50,000 budgeted. This competition promotes creativity and allows the City to change who receives funding over time as community needs evolve. We are proposing to maintain full funding of the SEED Grant Program.

If needed, we propose to reduce or cut the remaining four programs to meet our 5% reduction target of $129,760:

- Central Madison Business Improvement District (BID) - $62,225. This cut will reduce the funding available to the BID to support community programming along State Street, including programming requested by the City. The City of Madison continues to be a strong financial supporter of Downtown in many ways; however, under the City's current fiscal constraints, this is an area of support that can likely be cut. If the BID is unable to identify an alternative source of funding, BID programming along State Street will likely be reduced in 2025.

- Madison Region Economic Partnership (MadREP) - $20,000. The City of Madison has long been a strong supporter of MadREP and the City greatly values the economic development role that MadREP plays within the community. We are looking forward to our new partnership with MadREP through management of the City's BusinessReady Program and we hope to identify other new ways that our partnership can evolve over time. Within the context of a 5% budget reduction; however, we could no longer justify a general $20,000 sponsorship.

- REAP Food Group - $15,000 for summer meals program. The Summer Food Service Program (SUN Meals) is a nationally run and funded program administered by the USDA. There are dozens of SUN Meals sites within Madison that operate independently of the City's $15,000 funding contribution. While an important source of support, the SUN Meals program will likely be able to continue operating without this $15,000 of support from the City.

- Rooted - $35,000 for Gardens Network Manager. We propose to maintain the $3,000 "Municipal Fee Mitigation Program" for lower income gardeners; however, we recommend cutting $35,000 of support to Rooted to meet our target. Community gardens are an important component of the City's local food system, providing both food and a space for community throughout the City. This cut will undoubtedly place a strain on Rooted; however, Rooted has received SEED Grant funding in the past, and they would be eligible to apply for future funding to help offset this loss.

All six of these programs/organizations provide valuable service to the community. But for the current structural deficit and request to offer ideas for a 5% budget reduction, EDD staff would likely recommend continued funding of each of them.

Reallocations and Other Changes (if applicable)

We have no significant reallocations or changes to our 2025 Operating Budget proposal.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service manages the budget and staff of the Economic Development Division. The goal of the service is to effectively allocate the resources of the Economic Development Division.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Budget: Development and management of annual budget.
- Work Plan: Development and management of annual work plan.
- Oversight: Results Madison service indicator data and the Economic Development Committee staffing.
- Staffing: Professional development.
- Engagement: Neighborhood Resource Teams and Equity Team support.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Business & Real Estate Development Financial Support

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service oversees small business grants, food program funding, and the City's Tax Increment Finance (TIF) program. The goals of this service are to promote small business development, increase food access, support the construction of affordable housing and other development projects, and expand the tax base.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Small Business Development Programs: Façade Grants, Building Improvement Grants, Commercial Ownership Assistance Grants, and Small Cap TIF Loan management.
- Tax Incremental Finance (TIF): Underwriting TIF applications, creating and amending Tax Increment Districts, and staffing TIF Joint Review Board.
- Food Access Programs: Healthy Retail Access Program, Double Dollars and SEED Grant 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 **Major level**.

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

Summary Table of *Major* Changes of $10,000 or More

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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 3. Personnel Changes

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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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Business Resources & Outreach

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service helps businesses locate, open, or expand within the City of Madison by directing them to financial and technical assistance available through the City and other sources; and, by connecting them to other City agencies. The goal of this service is to help grow the Madison economy.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Business Inquiries: Individual business questions and formal site selection requests.
- Business Outreach Materials: Website and brochure maintenance.
- Business Organizations: Cultivating relationships with area business organizations.
- City Project Support: Road construction assistance and business support for other projects.

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

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Summary Table of *Major* Changes of $10,000 or More

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

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Explain how your proposed change(s) will align with your draft 2024-2025 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 3. Personnel Changes

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Reclassifications: Does your proposal reclassify existing positions?

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2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Policy, Planning & Project Management

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service leads policy, planning, and project management work. The goal of this service is to grow the City's economy through policy, planning, and project work.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Plan Preparation: Area Plans and Economic Development Strategy development.
- Grant Funding: Completion of applications for Wisconsin Economic Development Corporation (WEDC) funding.
- Study Management: South Madison Reinvestment Strategy for Equity (RiSE) Study.
- Project Promotion: Associates in Commercial Real Estate (ACRE) and small business tours.

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 **Major level**.

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

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

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Explain how your proposed change(s) will align with your draft 2024-2025 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 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?

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Real Estate Assets & Infrastructure

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service completes all real estate work needed by the City for public projects, as well as City real estate work needed to support private projects. This service also manages the City's real estate assets. The goal of this service is to help grow the Madison economy through public facilities and infrastructure as well as private real estate development.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Acquisition: Purchase and lease real estate needed by the City.
- Disposal: Sell surplus property not needed by the City.
- Land Banking: Purchase, manage, and sell property through a Request for Proposals (RFP) process.
- Asset Management: Easements, encroachment agreements, and licenses for private buildings, infrastructure, and equipment using City property.
- Redevelopment Project Management: Park Badger, Brayton Lot, and the Triangle.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Economic Development
Enter your Service:	Street Vending & Sidewalk Café Programs

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service manages the licensing and code compliance of the Street Vending and Sidewalk Café Programs. Through this work, this service provides entrepreneurship support to small business owners and placemaking support for Madison's commercial districts. The goal of this service is to grow Madison's economy through entrepreneurship and thriving business districts.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Administration: Licensing, monitoring, enforcing, and advising the city's street vendors and sidewalk café operators; staffing the Vending Oversight Committee.
- Program Management: Improving the Street Vending and Sidewalk Café programs through Madison General Ordinances and other policy changes.
- Education: Providing business planning guidance and connections to external resources.
- Outreach: Accommodating the intersection of street vending and sidewalk cafés with road construction, special events, and new development throughout the community.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Economic Development
5% Minimum Target	**129,760**
Total Amount Identified	132,225

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
635 - BUSINESS RESOURCES AND OUTREAC	BID funding for State Street programming; City funding eliminated.	Downtown Business Improvement District (BID)	State Street programming will be reduced if alternative sources of funding aren't identified.	0	62,225.00
635 - BUSINESS RESOURCES AND OUTREAC	MadREP City sponsorship eliminated.	Madison Region Economic Partnership (MadREP)	Less funding available for MadREP services.	0	20,000.00

5% Minimum Target	**129,760**
Total Amount Identified	132,225

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
636 - BUS & REAL ESTATE DEV FINANCE	Summer Meals Program (SUN Meals); City funding eliminated.	REAP Food Group Inc.	Summer Meals (SUN Meals) program will likely continue, but would be reduced.	0	15,000.00
636 - BUS & REAL ESTATE DEV FINANCE	Community Gardens Network Manager; City funding eliminated.	Rooted Inc	Alternative funding would be needed for City's portion of Community Gardens Network Manager. Rooted would still receive $3,000 for "Municipal Fee Mitigation Program."	0	35,000.00

Employee Assistance Program

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	463,180	479,113	503,989	502,281	483,165	483,165
Total	**$ 463,180**	**$ 479,113**	**$ 503,989**	**$ 502,281**	**$ 483,165**	**$ 483,165**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
EAP Services	463,180	479,113	503,989	502,281	483,165	483,165
Total	**$ 463,180**	**$ 479,113**	**$ 503,989**	**$ 502,281**	**$ 483,165**	**$ 483,165**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	326,934	352,767	313,361	378,401	349,568	349,568
Benefits	111,683	118,997	198,805	119,298	123,107	123,107
Supplies	3,746	3,250	3,543	3,250	3,250	3,250
Purchased Services	57,169	66,445	43,867	71,045	71,446	71,446
Debt Othr Financing	6,560	-	6,757	-	-	-
Inter Depart Charges	924	932	932	1,008	1,119	1,119
Inter Depart Billing	(43,836)	(63,277)	(63,276)	(70,720)	(65,325)	(65,325)
Total	**$ 463,180**	**$ 479,113**	**$ 503,989**	**$ 502,281**	**$ 483,165**	**$ 483,165**

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 19th, 2024
SUBJECT: EAP's 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The mission of the Employee Assistance Program (EAP) is to provide complimentary and confidential services aimed at preventing or resolving personal, familial, and workplace issues that impact employee wellbeing and job performance. EAP has outlined four key goals for 2025:

1. To continue supporting individual employees and the City of Madison as an organization through consultations (for employees and supervisors), training and educational programs, workplace consultations, and trauma response for critical workplace incidents.

2. To expand the range of internally offered services to better meet the needs of employees.

3. To onboard and develop EAP staff following a complete turnover between 2023 and 2024.

4. To sustain the changes implemented in 2024 regarding data collection and feedback mechanisms.

EAP is currently engaged in the Results Madison initiative, which has facilitated innovative thinking and highlighted our work to stakeholders outside the department. We regularly solicit feedback from employees following consultations and training sessions. This data informs our training programs and guides the development of our quarterly newsletter. Given that a substantial portion of EAP services are clinical, we are dedicated to employing evidence-based approaches and adhering to the clinical guidelines established by our licenses and best practices in our field.

99% Budget for General, Library, and Fleet Funds

In 2023, EAP established a Consulting Network comprising local Mental Health Providers and Certified Critical Incident Stress Management Providers. This strategic move has reduced costs associated with FEI's debriefing services, as their rates previously included travel expenses from Milwaukee. Consequently, we observed a cost reduction from $40,687 in 2022 to $32,188 in 2023. This decrease is partly attributed to a shift in outsourcing: in 2022, 27.45% of debriefings were outsourced to FEI, while in 2023, only 8% were outsourced to FEI and 20% were managed by the Consulting Network.

To achieve our 99% budget target in 2025, we will continue to utilize the EAP Consulting Network extensively. By outsourcing debriefings that internal EAP staff cannot cover to this network, we can further control costs. Additionally, we will limit workplace interventions, such as mediation and training sessions, provided through FEI.

Our long-term strategy includes enhancing our staff's professional expertise to offer internal services currently referred to FEI. This encompasses specialized services like limited sessions of EMDR/Brainspotting and Couple's Counseling.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The EAP has limited options for reducing costs. The only area where we could potentially make a $24,158 reduction is within our EAP Services line, which includes EAP's Consulting Services, the external EAP (FEI), and the Consulting Network. Both services provide trauma response, while FEI also offers other EAP-related services. City employees can independently access FEI without EAP approval, meaning we do not control the number of services accessed by employees. The areas EAP can influence include training, critical incident response, and workgroup interventions. Reducing our Consulting Services by 5% will leave us with $26,442. Given our lack of control over service usage and our inability to stop offering services once a limit is reached, we will need to eliminate employees' access to four sessions of individual counseling, four sessions of couple's counseling, supervisory consultations, and training. We will allocate the $26,442 to cover Critical Incident Response.

If employees lose access to external EAP services, they can still receive services through the internal EAP. However, this change will increase wait times for internal EAP access, and with lower capacity, we may need to adjust the types of services offered based on demand. This will also limit employees' access to a variety of therapists and their specializations. Employees will be limited to the three counselors in the office (including the Manager, who has limited availability) and their areas of expertise. Currently, the internal EAP does not offer couple's counseling or EMDR/Brainspotting (a specialized form of trauma treatment effective in addressing trauma from critical incidents in the workplace). To reduce costs and provide these specialized services to our employees, we aim to eventually offer these services internally.

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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Employee Assistance Program
Enter your Service:	EAP Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Not Applicable

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Not Applicable

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Not Applicable

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?

Not Applicable

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Employee Assistance Program

5% Minimum Target **24,158**

Total Amount Identified 27,189

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
221 - EAP SERVICES	Contracted EAP Services	City Employees	Retaining Critical Incident Response while eliminating an employee's access to individual/supervisory counseling , workplace consultation and training	0	27,188.93

Engineering

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	4,704,941	5,066,401	5,412,668	5,926,844	6,114,770	6,114,770
Other Restricted	-	-	6,679	-	-	-
Total	**$ 4,704,941**	**$ 5,066,401**	**$ 5,419,347**	**$ 5,926,844**	**$ 6,114,770**	**$ 6,114,770**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Engineering And Administration						3,785,971
Facilities Management	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					688,689
Facilities Operations & Mainte						506,624
Private Development						1,133,486
Total	**$ 4,704,941**	**$ 5,066,401**	**$ 5,419,347**	**$ 5,926,844**	**$ 6,114,770**	**$ 6,114,770**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(157,991)	(52,500)	(101,414)	(52,500)	(52,500)	(58,000)
Misc Revenue	(239,828)	(195,000)	(204,125)	(210,000)	(210,000)	(210,000)
Other Finance Source	-	-	(267,075)	-	-	-
Transfer In	(3,359)	-	(2,224)	-	-	-
Total	**$ (401,178)**	**$ (247,500)**	**$ (574,838)**	**$ (262,500)**	**$ (262,500)**	**$ (268,000)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	4,012,002	4,326,909	4,358,754	4,818,208	5,125,350	5,091,215
Benefits	1,373,697	1,421,390	1,491,257	1,576,562	1,700,034	1,718,951
Supplies	254,511	205,800	587,372	273,570	273,570	308,680
Purchased Services	754,241	613,317	645,175	847,262	865,924	856,427
Debt Othr Financing	-	-	266,919	-	-	-
Inter Depart Charges	533,773	572,667	533,028	603,688	593,257	590,457
Inter Depart Billing	(1,822,104)	(1,826,183)	(1,894,999)	(1,929,945)	(2,180,866)	(2,182,961)
Transfer Out	-	-	6,679	-	-	-
Total	**$ 5,106,119**	**$ 5,313,901**	**$ 5,994,185**	**$ 6,189,344**	**$ 6,377,270**	**$ 6,382,770**

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 19, 2024
SUBJECT: 2025 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 Engineering & Admin service (core activities primarily being transportation programming, design and construction, environmental services not related to landfills, land mapping and management, and Engineering technology & GIS), Facilities Management service (primarily programming and design for City facilities), the Facilities Operations and Maintenance service, and starting in 2025, Engineering has separated out the Private Development contract administration and design service.

Our Engineering & Admin service goals are:

- Work in coordination with other City agencies to design and construct an equitable and sustainable transportation system that provides integrated, safe options for pedestrians, bicyclists, transit, 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.
- Maintain accurate records for use by other City agencies and residents

The goals of our Facilities Management and Operations & Maintenance services 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.

The goals of our Private Development service are:

- Ensure all relevant private development projects comply with City Ordinances, including entering into Developer Agreement contracts
- Ensure public infrastructure constructed to serve those developments meet City design and construction standards
- Efficiently and transparently work to obtain necessary City approvals for agreements and infrastructure plans
- Maintain accurate records for land and new infrastructure completed in association with developments

Our proposed Operating Budget would support our 2025 work plan, which involves work on a number of significant Capital projects and major initiatives. Within our Transportation design section, this includes continued work on the final design of the John Nolen Drive reconstruction, design work on the extension of High Point Rd., and our proposed reconstruction of Regent St., along with several other transportation projects within out Reconstruction Streets and

Pavement Management programs. We continue a focus on improvements bicycle and pedestrian facilities and safety with several federally funded projects within our Bicycle and Pedestrian Capital Budget and consistent efforts to provide quality pedestrian access throughout the City. We also will partner with our colleagues in the Department of Transportation to continue work on Bus Rapid Transit, the Safe Streets Madison program, among other project and initiatives. With the City's development of our Complete Green Streets design guide, each of our transportation related projects now comes with even greater focus on providing safe and well-connected active transportation options to help reduce our dependence on motor vehicles.

Within our Facilities section, this operating budget will help support completion of construction on several major Facilities projects including the City's first purpose-built shelter, expansion of the Warner Park Community Recreation Center, the Lake Street Garage (to be followed by a significant residential project), and several significant Parks facilities projects. Our proposed Operating Budget also aims to help meet the City's ambitious goal of 100% renewable energy and net zero carbon emissions for city operations by 2030. Engineering's GreenPower program will continue to expand the amount of solar on City facilities in 2025, and our Facilities Maintenance group helps to improve the energy efficiency of City facilities and also support the expansion of the City's electric vehicle fleet by installing electric vehicle charging infrastructure.

As the City continues to grow, the proposed Operating Budget supports Engineering's Private Development service as we work to ensure compliance with City ordinances and that the public infrastructure installed with these developments is meeting standards. To date in 2024, this group has already negotiated 60 Developer Agreements, and this work is anticipated to continue well into the future with the expected population growth within the City.

Engineering continues to expand our use of GIS and data as we work to refine our project selection criteria, which includes a holistic view of public infrastructure needs within the public right-of-way. This includes data such as pavement condition, transportation safety, and condition and capacity of underground utilities. Starting in 2024, Engineering began expanding the use of Autodesk Construction Cloud (ACC), a unified digital platform, to public works design and construction. This program will help remove redundancies and help to more accurately and efficiently complete projects, including post-construction records. With this 2025 Operating Budget, we plan to continue to expand that platform to more fully integrate with our entire Public Works project processes and began expanding to the Private Development service to improve efficiency and transparency. 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, and Fleet Funds

Engineering will be utilizing salary savings to manage to the 99% budget target. The continued 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 will also assist Project Managers and Administrative staff to process contract documents, payments and change orders more efficiently. As we look to expand to our Private Development service in 2025, we're beginning to find additional innovative ways to improve coordination through those processes and improve workflows to ensure revenues associated with this service sufficiently account for all work performed. Ultimately, fully implementing ACC should eliminate redundant, tedious administrative tasks through automation, and minimize manual documentation of records, improving accuracy, and help improve

collaboration amongst office and field staff, as well as any project partners beyond City staff. 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.

Additionally, we will need to closely monitor our overtime costs related to the General Fund. A portion of the salary savings includes a reduction in budgeted overtime, which we believe is reasonable as the amount of overtime used within the year has been trending downward in recent years. A primary activity where overtime will need to be closely monitored is snow removal on arterial multi-use paths. We also acknowledge that possible reductions amongst other Public Works agencies related to snow removal could have an impact on the service level of this activity within Engineering as our staff often support snow removal during larger events.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The Engineering Division overall has a fairly complicated funding structure. Within the General Fund portion of the Engineering Division, a significant component of our services are funded directly out of the Capital Budget. As such, this left few service options to consider for reduction to reach the 5% target (approximately $305,000 for Engineering).

With few and only poor options to choose from, Engineering has identified our Custodial Services as a possibility for reduction to reach the noted target. Currently, this service is provided daily to several City facilities including MMB, Emil St., Police District Stations (North, South, East, West, and Midtown), Police Training, and the Fire Admin building. The reduction in service to reach the target would include providing custodial services only 3 days per week, as opposed to daily, weekday service. With this reduction in service, the existing 10 full-time FTE custodian positions would be reduced to 0.6 FTE. This reduction in service would have an impact on the comfort and morale of all staff using these facilities, as well as any visitors, as the building would not be receiving regular service throughout the week, including cleaning, sanitizing, resupplying of paper products and soap dispensers, etc.

Of the buildings that this service is provided to, only MMB regularly has public visitors. Consideration should also be given to reducing the operating hours of the building, potentially closing the building 1 day per week, for example, to allow for more full access to provide more complete custodial services at least 1 day per week. This would also come with some added cost savings from reduced energy usage at the building.

Another possibility for some cost savings would be to fully eliminate over time for snow removal on multi-use paths that Engineering is responsible for clearing. This reduced service would not have an impact on any existing positions. However, the resulting cost savings of this service reduction is difficult to predict given the variability of winter seasons.

Engineering continues to review our fees and charges to ensure that those are properly set to cover the costs of managing the appropriate programs. No significant changes are proposed at this time. However, with our technology improvements, we are looking to make some workflow modifications to ensure that the deposits and fees associated with the Private Development services are received in a timely manner.

Reallocations and Other Changes

Engineering has a budget neutral proposed position reclassification. This position is not fully funded out of the General Fund but does have a General Fund allocation. This position will also appear within the other relevant proposed Operating Budgets for Engineering.

- Recreate Surveyor 2 (18/8) as GIS Specialist 2 (18/8)

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Engineering
Enter your Service:	Engineering And Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

- **ENGINEERING & ADMIN**
  - Service Description:
    - 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.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Division Management & Administration: Plan, direct, and implement the City public works design, construction, operations, and maintenance.
- Public Works 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.
- 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-$6,000	Reduction in Premium Pay mainly due to hiring fewer seasonals due to job market
1100 - GENERAL	51 - SALARIES	-$7,000	Elimination of hourly AASPIRE PIO Intern position.
1100 - GENERAL	51 – SALARIES	-$21,135	Reduction in overtime for arterial path snow removal.
1100 - GENERAL	54 - PURCHASED SERVICES	-$16,964	Slight reduction in Gas/Electric budget reflective of 2024 actual experience

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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

- Inability to fund an AASPIRE intern in 2025. The Engineering Division has funded at least one AASPIRE intern since the program began. This program provides college students or recent grads an invaluable experience as they are exposed to the workings of local government.
- Potential decrease in snow removal service level for arterial paths. Reduced overtime funding may result in the inability to assign crews to perform snow removal on an overtime basis later in the season depending on the frequency and timing of snow events.
- Numerous Fund neutral transfers were made between Service 401 and the new Service 405 in order to break out Private Development related activities in accordance with Engineering's Results Madison structure.

Explain how your proposed change(s) will align with your draft 2024-2025 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 have no impact on our Equity Action Plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:

Recreate PCN 1145 Surveyor 2 (18/8) as GIS Specialist 2 (18/8). We had a failed recruitment in early 2024 to hire a Surveyor 2 at time of retirement. In response we reassigned a Surveyor 1 from our Operations section to our Construction section. To address more pressing needs within our Operations & Technology group we filled the vacant Surveyor 2 as a GIS specialist. This reclassification is to reflect this change.

Recreate PCN 1146 from IT Spec 3 to GIS Spec 3 to better align with position duties

Recreate PCN 1061 from Prog Asst 2-17 to Prog Asst 2-20 to better align with position duties

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

There are no expected impact on activities or service levels. Most are just technical corrections.

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?

No impact on equity goals

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Engineering
Enter your Service:	Facilities Management

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No changes needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No changes needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

Recreate PCN 649 from Engineer 3 to Architect 3 to better align with position duties
Recreate PCN 4700 from Engineer 2 to Architect 2 to better align with position duties
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

There are no expected impact on activities or service levels. Most are just technical corrections.

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?

No impact on equity goals

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Engineering
Enter your Service:	Facilities Operations & Maintenance

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No changes needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No changes needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	53 – SUPPLIES	$31,770	Increase to several line items to better reflect recent experience, particularly with higher cost of materials and supplies
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impact

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The allocation change is a correction and has no impact on current activities or service level.

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 allocation change is a correction and has no impact on current activities or service level.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Engineering
Enter your Service:	Private Development

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for design, management, contract administration and administrative support for public infrastructure required to be constructed by private development projects to serve those developments.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Private Development Review: Review and evaluate private development proposals to ensure infrastructure can adequately serve new developments, protect the City's land rights, and provide for public utility easements needed for maintenance and operations.
- Contract Administration: Negotiate developer's agreements for public infrastructure needed to serve development. Administer contract through final acceptance of public infrastructure assets and contract close out.
- Design: Planning, technical design, preparation of construction plans and specifications, and project management for new or upgraded infrastructure needed to serve the private development.
- Construction Inspection: Manage construction of public infrastructure required by private developments, ensuring construction complies with City plans and specifications.
- GIS: Create 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

- Numerous Fund neutral transfers were made between Service 401 and the new Service 405 in order to break out Private Development related activities in accordance with Engineering's Results Madison structure.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**305,739**
Total Amount Identified	305,739

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
404 - FACILITIES OPERATIONS & MAINTE	Custodial Services - reduce service level to 60% of current level. Service will be provided 3X per week (Mon/Wed/Fri) instead of daily (Mon through Fri).	Residents and business who access who access services in impact facilities in person. Employees in agencies occupying impacted facilites. Impacted facilities - Engineering Operation Facility, MMB, Police district stations (North, South, East, West, and Midtown), Police Training, and Fire Admin.	Custodial services would only be provided 3X per week (Mon/Wed/Fri) instead of daily, which would impact the general cleanliness, sanitation, and overall comfort of the facilities for staff and visitors. As a result of the service level reduction, the existing 10 full-time FTE positions would be reduced to 0.6 FTE. Consideration should also be given to reducing use of MMB, potentially closing the building on Fridays, for example, to provide more complete/thorough custodial services at least 1 day per week while the building is unoccupied, while also reducing energy usage by adding a day of unoccupied HVAC operations to the schedule.	4	$ 305,739

5% Minimum Target	**305,739**
Total Amount Identified	305,739

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
401 – ENGINEERING AND ADMINISTRATION	Arterial multi-use path snow removal	Residents who use the paths for transportation or recreation during the winter months	Proposed reduction in this service would be to eliminate overtime work associated with this service and only perform this work during scheduled shifts. Depending on the winter season, this could have minimal impact or could be significant. Residents who rely on these paths for transportation during the winter months may be forced at times to choose alternate routes or alternate modes of transportation.	0	Difficult to predict as this is highly variable depending on the season. Potentially $10,000-$20,000?

Finance

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	4,222,539	4,645,472	4,378,154	5,333,063	6,060,340	6,060,340
Other Grants	-	178,200	-	-	-	-
Total	**4,222,539**	**4,823,672**	**4,378,154**	**5,333,063**	**6,060,340**	**6,060,340**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Accounting	2,501,190	2,450,113	2,372,245	2,616,111	3,097,381	3,097,381
Administrative Support	357,000	414,787	382,283	472,611	504,741	504,741
Budget & Prgm Mgmt	557,266	723,036	608,512	807,525	929,127	929,127
Internal Audit	3,310	424,410	112,117	479,819	536,961	536,961
Risk Mgmt	3,006	0	4,741	-	12,129	12,129
Treasury	800,768	811,326	898,257	956,997	980,001	980,001
Total	**4,222,539**	**4,823,672**	**4,378,154**	**5,333,063**	**6,060,340**	**6,060,340**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Misc Revenue	(16,500)	(38,000)	(16,500)	(36,500)	(16,500)	(16,500)
Transfer In	-	(178,200)	(213,200)	-	(20,000)	(20,000)
Total	**(16,500)**	**(216,200)**	**(229,700)**	**(36,500)**	**(36,500)**	**(36,500)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	3,296,019	3,890,208	3,655,421	4,173,463	4,730,707	4,705,707
Benefits	1,044,721	1,076,988	1,016,175	1,167,182	1,216,856	1,216,856
Supplies	140,315	141,610	140,378	125,610	125,610	124,210
Purchased Services	1,147,599	1,178,996	1,204,932	1,279,221	1,466,906	1,493,306
Debt Othr Financing	-	-	17,080	-	-	-
Inter Depart Charges	9,900	10,211	10,211	10,459	12,293	12,293
Inter Depart Billing	(1,399,515)	(1,436,341)	(1,436,342)	(1,386,372)	(1,455,532)	(1,455,532)
Transfer Out	-	178,200	-	-	-	-
Total	**4,239,039**	**5,039,872**	**4,607,854**	**5,369,563**	**6,096,840**	**6,096,840**

Finance Department
David P. Schmiedicke, Director
City-County Building, Room 406
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4671 | Fax: (608) 267-8705
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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 19, 2024
SUBJECT: 2025 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 2025 are listed below.

Accounting Services – Implementation of Governmental Accounting Standards Board (GASB) standards; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including the general services billing and special assessment system, 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 – Continued progress toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative by 2026; implementing measures for a structurally-balanced budget; implementing a digital budget presentation platform, 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 licensing billing system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; and enhancement of room tax internal controls.

Internal Audit Services – Continue instituting a regular cycle of auditing city agencies and programs. The Internal Audit Manager was hired in 2023 and a Grant Writer and Accountant 2 (Internal Audit Specialist) positions were hired over the past year. A grant monitoring and outreach plan, including an update to the APM for grants, 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. During 2024, low rates of staff turnover have made it difficult to meet both salary savings and the 1% reduction.

Reallocations and Other Changes

Budget and Program Evaluation – Transfer $25,000 from Hourly Wages for Data interns to Purchased Services for digital budget book and budget presentation software.

Lower-Priority Service Activity Identification

The Finance Department has continually sought efficiencies and allocating limited resources to areas of highest priority. The Data Team has been staffed through this manner, as have other key positions in enterprise financial systems, procurement and treasury. The department continues to face increased workload due to many factors, including new accounting standards, staff turnover in finance and accounting areas of city agencies, special projects, fraud avoidance and risk management, agency training needs, and new city-wide goals and priorities. Identifying lower-priority service activities at least equal to 5 percent of the department's budget, a total of $303,000, along with the 1% on-going budget reduction and salary savings targets, will undermine a wide range of efforts to improve financial management, financial stewardship and enhance equity.

To fulfill the required 5% reduction, the department management team reviewed all service activities in the department. Nearly 50 activities were identified. These activities were prioritized through a number of metrics, including health and safety, federal and state laws and regulations, city ordinances, the City's financial health, financial stewardship and maintaining and growing City revenues.

After conducting this review, the management team identified three areas that were lower priority. Implementing these changes would generate an estimated savings of $345,500.

Administrative Support – This service activity consists of 6.0 FTE staff in the Administrative Support Team, Document Services Team and Finance Front Desk. These staff provide services external and internal to the department. Higher priority activities of this group, including elections support, committee support, accounts payable, document services, licensing, and permitting activities can be met with 4.0 FTE staff. Reception, filing and special projects for agencies will be curtailed. The remaining staff on the team will provide cross-functional support, where possible. This would allow for a reduction in staff in this service activity of 2.0 FTE positions. Consideration should be given to consolidating reception staffing for administrative agencies in the CCB, including the Council Office, Mayor's Office, Office of the City Attorney and Finance. Estimated savings of up to $23,000, can also be realized by charging the Community Development Authority housing unit for administrative support provided by this group.

Procurement – This service activity consists of 5.0 FTE positions that provide assistance to agencies related to bidding and requests for proposals (RFPs) for purchased services and supplies, along with financial statement preparation, state-mandated financial reporting, sweat-free ordinance compliance, and local purchasing reporting. The procurement assistance helps to ensure that city policies are met and services and supplies are purchased in an effective and efficient manner at the lowest cost and highest level of quality possible. Some of the workload in this service activity is due to policies and procedures related to dollar thresholds for bids and RFPs. Increasing the thresholds for bids, RFPs, purchase of services and non-competitive selection would allow for the reduction of 1.0 FTE position. Affirmative action thresholds for contracts may also need to be adjusted accordingly. This reduction will significantly impact time available for special projects, including the equity in contracting initiative.

Data Team – This service activity consists of 3.0 FTE positions that are integral to the Results Madison initiative, data governance, data training, evidence-based decision making, equity projects and other efforts. Focusing the efforts of this team on Results Madison would allow for the reduction of 1.0 FTE position. This reduction will compromise a wide range of efforts to increase the use of data in decision-making and evaluation, particularly training of staff and equity efforts.

The Finance Department currently has one vacant position, which is insufficient to meet either salary savings or the 1% reduction. As such, all of the above positions are filled. Eliminating these positions will have a significant impact on the department's capabilities and service support to agencies, lead to the loss of considerable investments in people and program development, and result in a dramatic set back in the department's equitable workforce goals. Implementing any of these reductions should be carefully considered in the context of the City's broader goals for equitable, effective and efficient use of taxpayer resources.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Accounting

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Administrative Support

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

The2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Budget & Prgm Mgmt

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-25000	Move to Purchased Services for Budget Book software
1100 - GENERAL	54 - PURCHASED SERVICES	25000	Move from Hourly Wages for Budget Book software
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed change moves funding for hourly Data interns to software licenses to help fund a digital budget book. Smaller transfers were made from conferences and training ($1,000) and printing ($1,400) and added to the cost to continue budget of $4,000 for a total of $31,400. One-time set-up costs of $7,200 will be funded through the ERP capital project.

Explain how your proposed change(s) will align with your draft 2024-2025 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 department's equity action plan identifies the need for plain language and simplification in documents. We are currently relying on pdfs and excel files to disseminate budget information and there are limitations on making those items accessible. It is time-consuming to get those items into an accessible format. The budget book software being considered includes optimization of ADA requirements including an "extensive checklist of guidelines in order to make printed and digital documents accessible for people with disabilities" and providing built-in features for "increased visibility and readability from the colors, font, spacing, and other design elements that go into creating ADA-optimized pages". The change is not related to a NRT recommendation.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Internal Audit

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Risk Mgmt

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

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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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

No personnel changes are proposed.

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?

No personnel changes are proposed.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Finance
Enter your Service:	Treasury

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Finance

5% Minimum Target **303,017**
Total Amount Identified 345,533

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
154 - ADMINISTRATIVE SUPPORT	The Administrative Support Team provides a wide range of services to city agencies, including elections, licensing, housing, permitting, reception, filing and special projects.	City agencies, CDA Housing, Clerk's Office, Elections	Eliminate 2.0 FTE positions of the 3.0 FTE positions on the Administrative Support Team. Document Services and Finance front desk staff will provide some of the services currently provided by these positions. These include reception, licensing, elections, and some special projects. Agency requests for reception, filing, special projects and other administrative needs may go unmet. To further mitigate the impact of this service activity reduction, suggest combining reception duties for various administrative agencies within CCB, including Council Office, Mayor's Office, Office of the City Attorney and Finance	2.00	$ 141,168
152 - BUDGET & PRGM MGMT	Data Team efforts related to data training and data governance.	City agencies	Efforts to improve use and application of data toward more effective government programs, including making city services more equitable, will be reduced.	1.00	$ 90,209

5% Minimum Target	**303,017**
Total Amount Identified	345,533

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
151 - ACCOUNTING	Procurement and RFP support to city agencies	City agencies	Policy changes will be necessary to implement this reduction -- increase threshold for formal bids and RFPs from $50,000 to $75,000 to reduce the number of formal proposals by 10%; increase purchase of services contracting level from $10,000 to $20,000; change the non-competitive selection threshold from $50,000 to $75,000; may need to increase Affirmative Action thresholds accordingly; time available for special projects, including the equity in contracting initiative, would be curtailed considerably.	1.00	$ 91,156
154 - ADMINISTRATIVE SUPPORT	Reception and other administrative support tasks for CDA Housing	CDA Housing	Charge cost of support to CDA Housing	0.00	$ 23,000

Fire

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	65,368,265	68,098,376	68,649,645	70,567,692	74,432,130	74,432,130
Other Grants	2,876,662	229,153	205,959	186,085	111,215	188,086
Total	**$ 68,244,927**	**$ 68,327,529**	**$ 68,855,604**	**$ 70,753,777**	**$ 74,543,345**	**$ 74,620,216**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Cares & Community Paramedicine						1,862,025
Emergency Management						194,758
Fire and EMS Operations	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					70,180,855
Prevent, Inspect, & Safety Edu						1,200,610
Specialized Operations						1,181,968
Total	**$ 68,244,927**	**$ 68,327,529**	**$ 68,855,604**	**$ 70,753,777**	**$ 74,543,345**	**$ 74,620,216**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(163,485)	(223,408)	(307,730)	(223,408)	(224,836)	(224,836)
Charges For Services	(371,475)	(344,100)	(536,370)	(349,070)	(347,070)	(530,570)
Licenses And Permits	(1,493,460)	(1,329,843)	(1,308,909)	(1,379,843)	(1,379,843)	(1,379,843)
Invest Other Contrib	(4,583)	(5,250)	(13,661)	(5,250)	(5,250)	(5,250)
Misc Revenue	(131,708)	(113,100)	(126,076)	(113,100)	(113,100)	(113,100)
Transfer In	-	-	(340,016)	-	-	-
Total	**$ (2,164,711)**	**$ (2,015,701)**	**$ (2,632,762)**	**$ (2,070,671)**	**$ (2,070,099)**	**$ (2,253,599)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	44,065,853	46,609,093	45,867,199	47,059,754	49,997,777	50,185,586
Benefits	16,397,041	15,645,507	17,679,539	17,166,009	17,995,204	17,995,204
Supplies	1,013,989	1,169,241	1,346,622	1,267,664	1,144,164	1,158,725
Purchased Services	1,523,840	2,019,856	1,851,027	2,347,694	2,347,757	2,405,757
Debt Othr Financing	23,090	-	-	-	-	-
Inter Depart Charges	4,650,314	4,797,533	4,739,136	4,983,327	5,128,542	5,128,542
Transfer Out	2,735,511	102,000	4,843	-	-	-
Total	**$ 70,409,638**	**$ 70,343,230**	**$ 71,488,366**	**$ 72,824,448**	**$ 76,613,444**	**$ 76,873,815**

Chris Carbon
Fire Chief
608-266-6564

Scott K. Bavery
Assistant Chief
608-267-8674

Jeffrey T. Larson
Assistant Chief
608-266-5946

Chris Hammes
Assistant Chief
608-266-4789

Timothy J. Mrowiec
Deputy Chief
608-266-5966

Liza Tatar
Deputy Chief
608-266-5956

Paul J. Ripp
Division Chief
608-266-4203

Jerome D. Buechner
Division Chief
608-266-4256

David Crossen II
Division Chief
608-266-4886

Lisa M. Becher
Division Chief
608-243-0195

Ron Blumer
Division Chief
608-266-5959

Dan Williams
Division Chief
608-266-4201

Bill Sullivan
Fire Marshal
608-261-9658

Brent Sloat
Admin. Services Mgr.
608-266-4777

Megan E. Gussick, MD
Medical Director
608-266-4420

To: Mayor Satya Rhodes-Conway

From: Chris Carbon, Fire Chief

Date: July 19, 2024

Subject: 2025 Operating Budget Transmittal Memo

CC: Deputy Mayors; Finance Director; Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The 2025 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 provided from our 14 fire stations. Additionally, the request maintains the essential components of fire administration, fire prevention, CARES, community paramedicine, and emergency management. The 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 Madison Fire Department is fully staffed and ready to respond to 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 provide a rapid response with a full complement of necessary personnel and equipment.

We are already a lean organization that is striving to maintain pace with growing call volumes and requests for service. Our volume has grown by 2.6% since last year and by 15% since 2021. This equates to over 1,000 additional calls for service this year alone. At every step, we are evaluating our operations to assure that we are as efficient as possible in delivering services. This, in fact, is the basis of dual-role personnel in providing both disciplines of fire and EMS service. We also co-locate our special team services within existing response companies, thus adding to the overall efficiency in usage of personnel to provide additional complex capacities to the foundation of our service lines. Furthermore, the ongoing services of both the CARES programming and community paramedicine are designed by their nature to focus on both the prevention and most appropriate management of significant needs within the community.

99% Budget for General, Library, Fleet fund agencies

The largest step towards realizing permanent efficiencies is achieving and maintaining full staffing of 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 averages

almost 9 unplanned absences per day, often placing us below minimum staffing. Our 2025 budget request will allow MFD to enter quarter three of 2025 with zero projected permanent vacancies. Full staffing will allow MFD and Local 311's creative staffing model to function more consistently, resulting in unfilled shifts being covered by straight time rather than overtime. MFD needs to enter 2026 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. We have made significant strides forward in 2024 and look to continue into 2025 an ongoing improvement and reduction in overtime costs.

We were asked about which short term investments could potentially help to realize longer term operating efficiencies and savings in comparison to current trends. Last year, we had included a supplemental request to evaluate a test program of three basic life support (BLS) ambulances. This concept was geared towards adding resources at the peak demand time, spread equally across the city, and absorbing additional demands for EMS call volumes. To date, our previous iterations have been exclusively limited to the addition of a 24/7 paramedic ambulances. While we would argue that we also need additional paramedic units now and into the future, we understand that the budgetary constraints are not likely to accommodate that need in the immediate future. Last year's BLS ambulance request was estimated to cost about 1/3 of the expense of a full-time paramedic unit while providing the needed peak-time coverage city-wide. Investing in the requisite overtime to run three BLS ambulances would immediately expand coverage without the cost of adding a full 24/7 ambulance.

As mentioned above, we are also working hard on the front-end and prevention aspect of EMS with the services being provided by our CARES teams and the community paramedic division. These services provide critical access to resources and behavioral health needs among the most vulnerable and medically complex within our community. By proactively engaging with our patients and by sending the most medically appropriate resources to their specific needs, we can assure the most cost-effective and appropriate services are reaching patients in the most important times they are needed. Simultaneously, we are helping patients to avoid the more expensive and often unnecessary transports to traditional locations, such as emergency departments.

Lower Priority Service Activity Identification

We have been asked to identify lower priority services and to identify a 5% reduction in our budget. We are 100% invested in Team City and in our role to support the overall needs of the entire City government for the benefit of this tremendous community. Having said that, we are not an agency with non-essential services, and we do not have services that are low priority. We also do not have a large supplemental or administrative staff. The services we provide exist to mitigate acute emergent needs within the city. These are provided by our valuable staff who account for the largest portion of our budget. It is therefore impossible to identify a 5% reduction in our budget without an associated reduction in core services. We have spent countless hours in assessing all possible options and combinations of services and budget items to accommodate the request and unfortunately all roads lead back to core services.

To achieve the requested 5% reduction, it would necessitate the elimination of one (1) engine company on a 24/7 basis as well as two (2) CARES teams. This engine company would equate to 18 FTE and the associated removal of this response capacity from a

designated neighborhood. It would further require reducing daily minimum staffing from 88 firefighters to 84. The CARES team reduction would require five FTE, four of which are filled and one vacant, from the City, as well as four FTE contracted through Journey. The reduction from three to one CARES team would result in the loss of approximately 66% of the CARES services, including evenings, weekends, holidays. It would further reduce the capacity of community paramedic interventions and follow-ups presently completed in-between CARES shifts.

I feel it is important to share that in good conscience, I cannot recommend, support, or endorse any reductions in staffing of our primary response apparatus, as this directly correlates to increased response times and decreased response capacity. Delayed response times and a reduced number of staff responding can lead to increased fire growth and spread, as well as delays in the initiation of patient care. Both events directly compromise the safety of our community and of our firefighters. Reductions in staffing will also impact the maintenance of effort requirements required by state law as they relate to shared revenue, potentially offsetting some portion of any predicted cost reductions.

I do not share the above statements without the recognition that the city is facing an incredibly challenging budget. **All** City agencies and services are a vital component in achieving and maintaining all that makes the City of Madison what it is and why we so very much enjoy representing and taking care of this amazing place.

I look forward to discussing further and answering any questions you may have. It is truly a privilege for myself and our organization to serve this City.

Sincerely,

Chris Carbon
Fire Chief

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fire
Enter your Service:	**CARES and Community Paramedicine**

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for patient-centered and human-focused pathways designed to improve the health and well-being of the Madison Community. The CARES team works to de-escalate acute, non-violent behavioral health crises throughout the community with. CARES and Community Paramedicine are invested in building strong collaborations with multiple community partners to strengthen the connection of our patients to local resources, improving their ownership of their healthcare, and improving health outcomes. This work further serves to reduce law enforcement responses to non-violent behavioral health incidents and proactively reduces the burden of ER visits and 911 calls.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• Community Alternative Response Emergency Services (CARES) and Community Paramedicine: Provide an additional resource for behavioral health emergencies that occur in the community by ensuring 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.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Nearly all of the movement for this service was transferring budget from orgs 30122 and 30123 to the new orgs 30422 and 30423.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

There is no impact, position allocation change forms are submitted to simply move every position currently sitting on the old orgs to the new orgs. Negative amounts were entered in detail entry on the old 301 orgs to net those org codes to $0. Those negative amounts should be removed once the salary and benefit projection is updated and pushed.

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?

See above

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fire
Enter your Service:	**Emergency Management**

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the City's mitigation, preparation, response, and recovery of large-scale emergencies and disasters through training, planning, coordination, and managing the emergency operations center (EOC). During emergencies, the EOC identifies needs, sets strategies, coordinates resources, and ensures everyone, including the public, has updated information.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fire
Enter your Service:	**Fire and EMS Operations**

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is primarily responsible for emergency 911 response to medical incidents, motor vehicle crashes, structural fires, automotive fires, and other disasters. Specific non-emergency functions also include semi-annual fire inspections of commercial properties, community education on fire safety and medical emergencies, community events and outreach, and departmental training. The goal of this service to ensure equitable and high-quality emergency response services across the City of Madison.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• Fire Suppression and Emergency Medical Service: Respond to emergency Fire and EMS incidents including field operations for Fire and EMS service, 14 fire stations, and fire maintenance.
• Fire Administration: Provide overall leadership (Fire Chiefs) and manage budget and fiscal services, including payroll, purchasing, billing, receipts, information technology, and grant management.
• Public Information: Disseminate information through news releases, public reports, and social media, connect affected individuals with resources through the occupant services unit.
• Training and Recruitment: Provide ongoing fire and EMS education, drills, and competencies to ensure professional excellence and firefighter safety; recruit and hire new employees, oversee fitness and wellness of personnel, provide Fire and EMS training for recruits and personnel.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	-183,500	Added revenue to reflect actuals for special duty and special event billing revenue.
1100 - GENERAL	51 - SALARIES	183,500	Added commensurate overtime expense that offsets the aforementioned billing revenue.
1100 - GENERAL		Enter $.	Click or tap here to enter text.
1100 - GENERAL		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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Budget was established in fund 1220 for the regular maintenance of ImageTrend. This is budgeted every year in the same location. As shown above, revenue and OT expense related to special duty and special events was added to reflect 2023 and 2024 actuals. Any other changes were a result of transferring budget to the orgs for Specialized Operations and CARES/Community Paramedicine services.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

The allocation changes are moving the CARES and Community Paramedicine positions from the 301 service to the new 304 service.

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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fire
Enter your Service:	**Prevent, Inspect, & Safety Edu**

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for fire prevention, community risk reduction, and community education. The fundamental goal is to proactively reduce overall risk and prevent emergencies through education, fire protection engineering, and code enforcement. Specific functions of the service include fire and safety inspections of public buildings and events, public education on fire and life-safety measures, review and inspection of fire protection and life safety systems, and review and inspection of elevators.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• Fire Safety and Community Education: Provide presentations, community events, scheduled programs, and information seminars focused on fire safety to reduce fires and related injuries through education.
• Fire Inspection: Verify all commercial buildings in the City are operated and maintained safely through fire safety inspections in all multi-residential and commercial properties.
• Code Enforcement: Mitigate code violations through the issuance of orders, referrals to the City Attorney, and citations.
• Fire Protection Engineering: Ensure site development, new construction, and alteration projects comply with building and fire codes and Madison General Ordinances, work with owners, developers, and contractors during design to review construction documents, and inspect and test installation of site access, fire suppression, fire alarm, smoke control, and fire command centers.

• Elevator Inspections: Ensure safe installation, alteration, and operation of conveyances including elevators, escalators, chair lifts, and dumbwaiters through timely plan review, annual inspections, and permitting.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The only budget transfer for this service was transferring the fire investigation budget from org 30270 to the new org 30370.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fire
Enter your Service:	**Specialized Operations**

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for unique response capabilities and capacities to the City of Madison and to the surrounding region. Services include our specialized teams of Lake Rescue (i.e., open water, ice, swift-water, dive), Hazardous Incident (i.e., hazardous materials), Heavy Urban Rescue (i.e., high angle, technical, confined spaces), Fire/Arson Investigation, and Tactical EMS.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Lake Rescue (open water, ice, swift-water, dive)
- Hazardous Incident (hazardous materials)
- Heavy Urban Rescue (high angle, technical, confined spaces)
- Fire/Arson Investigation
- Tactical EMS

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Nearly all budget transfers for this service were transferring budget from the 301 orgs to new 303 orgs. Budget was added to fund 1220 to reflect the same annual amount received from the state for hazmat response. A new state hazmat project will need to be added to the project ledger to reflect the new org code and service.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Fire

5% Minimum Target **3,721,606**
Total Amount Identified 3,731,499

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
304 - CARES & COMMUNITY PARAMEDICINE	Reduce CARES program from three teams to one	Citywide residents and businesses	CARES currently operates three teams with at least one team providing services every day, including weekends and holidays. Reducing CARES from three teams to one would require decreasing the total FTE count from eight to three. Seven of the eight budgeted positions are filled right now, which will result in the loss of four current personnel. This service reduction would also require contracting for only three crisis workers rather than the current seven. Having three community paramedics and three crisis workers will result in the loss of coverage on weekends and holidays and less capacity during the week.	5.00	$ 848,000

5% Minimum Target	**3,721,606**
Total Amount Identified	3,731,499

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
301 - FIRE & EMERGENCY OPERATIONS	Take one fire engine company out of service (fire response and basic life support services)	Citywide residents and businesses	Response times will be lengthened as well as initial firefighting capabilities at incidents, leading to decreased safety for civilians and firefighters. Fires can double in size every 60 seconds. Special Team operations would also be degraded, as they rely on two companies of personnel housed at stations with an engine and ladder. Cost assumption includes the total cost of personnel and the number of FTEs required to staff an engine company for 24 hours a day, 365 days a year. Although four FTEs ride an engine on a given day, six are actually required to cover furlough days, vacation days, and unplanned absences. This number is then multiplied by three shifts. Any reduction in staff would require a reduction in minimum staffing. In this case, daily minimum staffing would have to be reduced from 88 to 84 in order to realize any cost reductions. The reduction in FTEs would be realized by running a small enough recruit class based on retirements and minimum staffing of 84.	18.00	$ 2,883,499

Fleet Service

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Fleet Service	1,970,095	1,177,442	1,794,774	2,039,414	1,056,280	(1,334,237)
Total	**$ 1,970,095**	**$ 1,177,442**	**$ 1,794,774**	**$ 2,039,414**	**$ 1,056,280**	**$ (1,334,237)**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Administration						13,225,361
Equipment Planning & Procureme						197,139
Fleet Maintenance	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					
Procurement						56,644
Fueling						(952,821)
Maintenance & Repair						(13,860,559)
Total	**$ 1,970,095**	**$ 1,177,442**	**$ 1,794,774**	**$ 2,039,414**	**$ 1,056,280**	**$ (1,334,237)**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	-	(35,500)	-	(35,500)	(35,500)	(35,500)
Charges For Services	(11,956)	(25,000)	(31,806)	(25,000)	(25,000)	(25,000)
Invest Other Contrib	-	-	(4,147)	-	-	-
Misc Revenue	(80,136)	(155,000)	(39,455)	(155,000)	(40,000)	(130,000)
Other Finance Source	(1,873,454)	(961,942)	(885,300)	(1,823,914)	(955,780)	(955,780)
Transfer In	(4,548)	-	(125,602)	-	-	-
Total	**$ (1,970,094)**	**$ (1,177,442)**	**$ (1,086,310)**	**$ (2,039,414)**	**$ (1,056,280)**	**$ (1,146,280)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	2,603,419	2,746,215	2,680,640	2,854,136	2,979,918	589,402
Benefits	890,861	1,027,670	1,095,638	1,093,338	1,099,931	1,099,931
Supplies	6,974,418	6,566,245	6,809,241	6,216,374	6,192,748	6,192,748
Purchased Services	1,657,562	1,323,224	1,474,671	1,328,150	1,596,129	1,596,129
Debt Othr Financing	10,148,452	10,458,473	10,735,837	12,050,090	12,076,613	12,076,613
Inter Depart Charges	208,221	247,248	228,288	177,573	193,381	193,381
Inter Depart Billing	(20,512,838)	(21,191,632)	(21,229,541)	(21,680,248)	(23,082,440)	(23,082,440)
Total	**$ 1,970,095**	**$ 1,177,442**	**$ 1,794,774**	**$ 2,039,414**	**$ 1,056,280**	**$ (1,334,237)**

Department of Public Works
Fleet Service Division
Mahanth Joishy, Superintendent
4151 Nakoosa Trail
Madison, WI 53714
Phone: (608) 246-4540
cityofmadison.com/fleet-service

TO: David Schmiedicke, Finance Director

FROM: Rachel Darken, Fleet Chief of Staff

DATE: July 19, 2024

SUBJECT: Fleet Division 2025 Operating Budget Transmittal Memo

Goals of Fleet's Operating Budget

The Fleet Division's goals for 2025 continue to be focused on providing the safest, cleanest, and most efficient fleet for city operations. The four services in our operating budget submission reflect our major activities of equipment procurement planning, maintaining and repairing our fleet of 1,400 vehicles and pieces of equipment, providing sufficient fuel to support agency operations, and administration of the fleet program to increase efficiencies and keep us working towards the City's goal of 100% renewable energy and net-zero carbon emissions by 2030. Every day, we work to minimize equipment down-time to make sure fleet assets can operate out in the community providing services residents depend on. Our operating budget submission for 2025 continues our efforts to improve efficiencies, which we have worked diligently on over the past several years. Under our proposal, we aim to perform more preventative maintenance services in-house, such as the annual street sweeper maintenance, to keep expenses as low as possible. Our ability to meet these goals depends greatly on maintaining our current staffing levels and continuing to invest in professional training opportunities.

99% Budget Target

Fleet plans to use two strategies to manage operations and meet the 1% budget reduction in 2025. First, we will continue to rely on salary savings from holding two positions in our budget vacant. Second, we will defer minor body damage repairs (such as scratches, dents, or seat cushion damage) that would usually be done to maintain the highest value of the equipment, but do not affect the vehicle's safety or performance. These measures allow the Fleet Division to continue to meet our main operating goals without major impacts to the services provided by other City agencies.

Lower Priority Service Activity Identification

The Fleet Division was instructed to identify 5% of our budget, or $1,154,122, to be considered for additional reductions. As an internal service agency, we cannot increase fees and our only option for addressing the structural budget deficit is to explore service reductions. We have reviewed our services and identified lower-priority areas for consideration, which are listed below in order of lowest priority. We have outlined more information on each activity in the Lower-Priority Service Activity Identification spreadsheet included in our budget submission. A reduction in any of these services will not only affect Fleet but also all the agencies we serve, and by extension the services they each provide to residents.

#	Reduction	Impact	FTE's Affected	Total Amount
1	Automotive Maintenance Worker 2 *(currently vacant)*	Eliminate avenue for diversifying Fleet's workforce from our apprenticeship program pool.	1	$74,327.86
2	Parts Technician *(currently vacant)*	Increase workload permanently on current Parts Technicians and negatively impact time to procure necessary parts.	1	$77,209.18
3	Extend Preventative Maintenance Schedule on Trailers	Increase time between trailer services from one to two years.	N/A	$21,497.00
4	Reduce Minor Body Damage Repairs	Not repair cosmetic body damage that has no impact on equipment safety or performance but is important to maintain vehicle values.	N/A	$130,000.00
5	Eliminate Apprenticeship Program	Stop paid apprenticeship program for all career pathways at Fleet and eliminate avenue for diversifying Fleet's workforce.	N/A	$32,656.90
6	Facility Maintenance	Eliminate 1 FTE and redistribute janitorial work to hourly positions.	1	$91,400.60
7	Data Analysis	Eliminate 1 FTE and reduce Fleet's ability to evaluate operations and sustainability metrics.	1	$86,379.28
8	GPS Program	Reduce some or all of GPS on Public Works equipment, impacting time to diagnose issues and agencies' ability to track service delivery.	N/A	$195,000.00
9	Reduce Air Conditioning Repairs	No repairs to air conditioning on equipment driven less than 5,000 miles each year.	N/A	$39,426.00
10	Autobody Repairs	Eliminate 1 FTE and expand workload on Fleet Technicians, increasing our time to complete repairs.	1	$118,681.32
11	Fleet Technicians	Eliminate 4 FTE, which will drastically increase our time to complete repairs and negatively impact the out-of-service count.	4	$345,612.11
			Total	**$1,212,190.25**

With every level of reduction taken, the overall impact to Fleet operations would increase. If layoffs are necessary and our workforce is reduced, the rate of repair for each piece of equipment will be extended by 5% for every technician lost. This will result in equipment taking longer to get back on the road, impacting overall service delivery by other City agencies. If layoffs are necessary, Fleet will have to prioritize preventative maintenance and repairs as follows:

- Safety-sensitive repairs will always take precedence (including brakes, tires, steering, suspension, etc.).
- Vehicles and equipment required for core City services will also be prioritized, including response vehicles for the Fire and Police Departments, and equipment responsible for refuse collection.
- Work will be further prioritized based on the season. For example, in the winter, vehicles and equipment responsible for responding to snow and ice events and plowing City streets will be prioritized. In the summer, mowers and street sweepers will take precedence. In the fall, we will try to prioritize equipment involved in brush collection.
- All other repairs will be delayed until the workload allows. We expect equipment will be out of service for longer periods of time, which will directly impact the services that other City agencies are able to provide.

In addition, if these reductions take place, we will fall behind on our preventative maintenance schedule. This means equipment will not be inspected and proactively serviced as frequently as it should be, and we increase our risk of unexpected breakdowns. This has a ripple effect of increasing our workload with more repairs to complete, which will translate to more equipment out of service for longer periods of time. Based on average work order labor hours, we anticipate half a million dollars (in labor costs alone) of repairs and services would not be completed. Again, the ultimate impact is on overall City services that rely on this equipment each day to complete their work, and Madison residents who depend on these services.

Reallocations and Other Changes

In 2025, the Fleet Division budget is moving from one overarching service to four distinct services. This reallocation of charges between our core services will provide better transparency for future budget planning and evaluation of our service performance. Costs were distributed across four services but were not moved between accounts at the Major level.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fleet Service
Enter your Service:	Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the planning and administration of all fleet service operations. The goal of this service is to provide the safest, cleanest, and most efficient fleet for using agencies.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Planning and Administration: Develop and oversee the fleet capital and operating budgets; allocate costs to using agencies; and review and implement technology advancements to improve fleet operations and advance sustainability goals.
Fleet Human Resources: Hire, train, and provide ongoing professional development support for all Fleet Service employees.
Data Analysis: Maintain and analyze fleet data metrics to evaluate and adjust service.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fleet Service
Enter your Service:	Equipment Planning & Procurement

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the procurement of new and replacement equipment for the general city fleet and facilitating the auction of retired equipment. The goal of this service is to develop a comprehensive equipment replacement plan, ensuring the most efficient use of budgeted capital resources while equitably supporting city agencies and their operations.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Equipment Planning: Coordinate with city agencies to develop an equipment replacement schedule and develop equipment specifications.
Equipment Procurement: Solicit quotes and execute the acquisition of new and replacement equipment.
Equipment Set-Up: Prepare incoming assets and equipment to go into service.
Equipment Auction: Coordinate the sale of retired and decommissioned assets.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fleet Service
Enter your Service:	Fueling

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for fueling the general city fleet. It involves purchasing fuel and providing administrative support for twelve fuel sites across the city. This service is also responsible for regular inspections and maintenance of seven fuel sites. The goal of this service is to maintain adequate fueling support for city-wide operations.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Fuel System Operations: Maintain electronic fueling system to support the general city fleet.
Fuel Procurement: Purchase fuel for the general fleet fuel operations.
Fuel Site Maintenance: Inspection, maintenance, and repair of fuel sites.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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 3. Personnel Changes

All proposed personnel changes 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. **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

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

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

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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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Fleet Service
Enter your Service:	Maintenance & Repair

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the development and execution of a comprehensive maintenance and repair program of the general city fleet. The goals of this service are to provide a safe and reliable fleet, keep equipment running successfully for the duration of its life cycle, and minimize any time out of service.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Fleet Asset Maintenance and Repair: Develop preventative maintenance schedule, and maintain and repair the city fleet, including vendor repairs, to ensure a safe and reliable fleet.
Procure Parts and Equipment: Procurement of replacement parts.

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

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**1,154,122**
Total Amount Identified	1,212,190

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Asset Maintenance & Repair	Agencies Served by Fleet	An Automotive Maintenance Worker 2 position has been held as a potential pathway to full-time employment with the City for someone in Fleet's apprenticeship program. Eliminating this position would mean that we could only consider hiring an apprentice in a full-time position in the event a Fleet Technician position is vacant. This could impede our goals of diversifying our workforce and creating a viable pipeline of talented employees that the City has already invested time and training in.	1	$ 74,328
413 - MAINTENANCE & REPAIR	Parts Procurement	Agencies Served by Fleet	A Parts Technician position has been held vacant in 2024 as a cost-saving measure. Reducing this position permanently will lengthen the time it takes for Fleet to source and procure quality parts needed for maintenance and repairs.	1	$ 77,209

5% Minimum Target	**1,154,122**
Total Amount Identified	1,212,190

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Asset Maintenance & Repair - Trailer Maintenance	Agencies Served by Fleet	Currently, trailers are scheduled for routine preventative maintenance once each year. A reduction in this service would result in the preventative maintenance schedule being pushed out to every two years. While it is recommended to inspect all assets in our fleet at least once a year, operators are required to check over trailers before towing them. This regular inspection which already occurs would ensure any mechanical issues are flagged for repair before the next scheduled service.	0	$ 21,497
413 - MAINTENANCE & REPAIR	Asset Maintenance & Repair - Minor Body Damage	Agencies Served by Fleet	A reduction in our autobody repair service would result in minor body damage not being fixed. This could include damage such as dents, chips, and tears in seats that do not compromise a vehicle's operation and/or safety, but a department would request to be fixed for cosmetic reasons and to maintain the highest possible value of the vehicle. This reduction will likely lead to a decrease in revenue from the sale of assets at the end of their useful life. The amount identified is an estimate based on trends over the last two years.	0	$ 130,000
413 - MAINTENANCE & REPAIR	Apprenticeship Program	Fleet, Local Students	Fleet's Apprenticeship Program exists to provide local high school and technical college students an opportunity to explore a variety of fleet service career paths. This program is a key part of our efforts to increase diversity of our workforce and to develop interested and skilled applicants for permanent openings at Fleet. If this program were eliminated, we would lose a successful recruitment pipeline for hard-to-fill technician positions. Local students would lose an opportunity to develop their skills in a supportive environment with a wide array of equipment. Finally, Fleet employees would lose a mentorship opportunity that many value.	0	$ 32,657

5% Minimum Target	**1,154,122**
Total Amount Identified	1,212,190

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
415 - ADMINISTRATION	Facility Maintenance	Fleet	Reductions in this area will mean janitorial service for the Fleet headquarters building will need to be outsourced. We would likely need to rely more heavily on our partnership with Community Work Services for day-to-day janitorial duties. The monthly fuel site inspections could be conducted by other positions at Fleet. Complicated maintenance items are already completed by an outside vendor, so otherwise our fuel site maintenance would not change.	1	$ 91,401
415 - ADMINISTRATION	Data Analysis	Fleet	If the internal data analysis performed by Fleet were reduced, our Data Analyst position would be eliminated. Fleet would not be able to perform the same analysis of our maintenance metrics or our sustainability initiatives. We would rely more heavily on existing reports, which would not allow us to be as nimble with new inquiries. New data requests would be delayed as staff either worked with vendors to build new reports or manually worked through the data in the available formats. Other City departments would be asked to work through their own data analysis requests if they have Data Analysts on staff. Finally, we expect we would consult with the Finance Data Team more closely on larger data projects as they arise.	1	$ 86,379
413 - MAINTENANCE & REPAIR	GPS	Public Works Agencies	GPS is used by public works agencies to track service delivery (plowing, salting/sanding, refuse pick-up, etc.), monitor driving behavior and coach employees, get real-time data on vehicle issues, and track the location of assets. This service could be reduced partially or fully, and the level of reduction chosen will have varying impacts on different agencies and their internal operations. A reduction in access to real-time and historical vehicle data will result in increased time to diagnose and repair mechanical issues.	0	$ 195,000

5% Minimum Target	**1,154,122**
Total Amount Identified	1,212,190

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Asset Maintenance & Repair - Air Conditioning Repairs	Agencies Served by Fleet	A reduction in our maintenance and repair service would result in Fleet deferring the majority of air conditioning repairs that occur. Whenever air conditioning work will be needed, the asset's use would be evaluated, and anything driven less than 5000 miles in the preceding year would not have the repair on the air conditioning system completed. We estimate this might reduce our current spend on air conditioning repairs by 75%.	0	$ 39,426
413 - MAINTENANCE & REPAIR	Autobody Repair	Agencies Served by Fleet	A greater reduction in our autobody repair service will result in eliminating our Master Autobody Technician position. It is assumed that this level of reduction will automatically mean we do not repair minor body damage that occurs. The remaining work completed by this position will either be reassigned to existing positions at Fleet, such as the Fleet Technicians, or will be bid out for a vendor to perform. This could include installing standard decals, glass repairs (such as windshields, mirrors, etc.), frame repairs, and more. Any additional tasks assigned to Fleet Technicians will negatively impact our overall time to complete repairs and increase our chances of falling behind on the preventative maintenance schedule for the fleet.	1	$ 118,681

5% Minimum Target	**1,154,122**
Total Amount Identified	1,212,190

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Asset Maintenance & Repair	Agencies Served by Fleet	Further reduction in the maintenance and repair service would require eliminating up to four Fleet Technician positions. This would have a drastic impact on our ability to maintain and repair equipment in the fleet in a timely manner. We estimate that for every technician position eliminated, the average repair time on each piece of equipment would increase by 5 percent. Even with one FTE eliminated, the cumulative impacts on repair times would be felt by agencies waiting for equipment to be repaired and returned to service. We would not be able to rely on external vendors to keep up with repairs that occur - we currently experience long waits for vendors to complete repairs and their labor rates are more expensive than what it costs the City to complete repairs ourselves. If all four positions are eliminated, our ratio of fleet equipment to technician would increase by 22%, from 64 pieces of equipment up to 78 per technician. We would not be able to keep up with the preventative maintenance schedule for all equipment in the fleet, which would increase our chances of seeing catastrophic repairs occur. Based on average work order labor hours, we anticipate half a million dollars of repairs and services (in labor costs alone) would not be completed each year.	4	$ 345,612

Golf Courses

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Golf Courses	4,344,239	3,847,732	10,383,223	4,081,829	4,081,829	4,291,829
Total	**$ 4,344,239**	**$ 3,847,732**	**$ 10,383,223**	**$ 4,081,829**	**$ 4,081,829**	**$ 4,291,829**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Golf Operationgs	-	-	6,254,307	-	-	-
Golf Operations	4,344,239	3,847,732	4,128,916	4,081,829	4,081,829	4,291,829
Total	**$ 4,344,239**	**$ 3,847,732**	**$ 10,383,223**	**$ 4,081,829**	**$ 4,081,829**	**$ 4,291,829**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(4,273,018)	(3,798,829)	(5,083,979)	(4,028,829)	(4,028,829)	(4,238,829)
Invest Other Contrib	(8,897)	-	(29,182)	(5,000)	(5,000)	(5,000)
Misc Revenue	(62,324)	(48,000)	61,398	(48,000)	(48,000)	(48,000)
Other Finance Source	-	(903)	(5,323,291)	-	-	-
Transfer In	-	-	(8,170)	-	-	-
Total	**$ (4,344,239)**	**$ (3,847,732)**	**$ (10,383,223)**	**$ (4,081,829)**	**$ (4,081,829)**	**$ (4,291,829)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,566,357	1,610,218	1,548,095	1,627,570	1,481,482	1,592,431
Benefits	339,363	289,655	387,022	322,827	273,258	273,258
Supplies	661,348	629,329	617,082	624,329	624,329	624,329
Purchased Services	620,839	767,840	644,718	814,781	814,781	814,781
Debt Othr Financing	659,777	44,360	6,570,987	174,585	202,455	301,506
Inter Depart Charges	293,797	306,331	326,136	317,737	485,524	485,524
Transfer Out	202,758	200,000	289,182	200,000	200,000	200,000
Total	**$ 4,344,239**	**$ 3,847,732**	**$ 10,383,223**	**$ 4,081,829**	**$ 4,081,829**	**$ 4,291,829**

Madison Parks Division

330 E. Lakeside St.
Madison, WI 53715
608-266-4711 ● cityofmadison.com/parks

Date: July 19, 2024

To: Mayor Satya Rhodes-Conway

From: Eric Knepp, Parks Superintendent

Subject: 2025 Operating Budget Transmittal Memo—GOLF ENTERPRISE

CC: Deputy Mayors, Finance Director, Budget & Program Evaluation Staff

Goals of Golf Enterprise's Operating Budget

The 2025 requested Operating Budget for the Golf Enterprise includes a request for no levy support for the operations of the four courses. The proposed budget and corresponding service level tie directly to the city-wide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City's Comprehensive Plan. Implementation of the final recommendations from the Task Force on Municipal Golf in Madison Parks continues to be a priority for the Golf Enterprise. Most notably, the Golf Enterprise Program is planning for a permanent 25% reduction from the current 72 holes to 54 holes by the start of the 2026 season. 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. Over the coming year the team will develop a strategic plan that includes not only a long-term financial plan to ensure a sustainable program, but also comprehensive plans for land management and programming throughout the Golf Program.

The Golf Enterprise Program is projecting conservative revenue numbers for 2025 with a slight adjustment for anticipated partial closure in 2025 and a modest fund balance generated. All expenses have been projected to correspond with projected revenues. The anticipated 25% permanent hole reduction is part of phased plan necessitated out of the City's partnership with Dane County. The exact number of holes available for play in 2025 will depend on the sequencing of work performed by the Golf Improvements Construction LTE team and the progress made by Dane County towards constructing the Sustainability Campus and landfill infrastructure. All Golf related fees and rates will be evaluated against market competition, available program data, and prepared for Board of Park Commissioners approval in the Fall of 2024. The Golf Enterprise Program is committed to the long-term mission of providing quality, affordable municipal golf, as the program plays a critical role in providing a lower-barrier entry point for people of all ages to enter the sport.

Reallocations and Other Changes

The proposed budget request includes a slight increase from the Baseline Budget revenue based off of the previous four-year average revenues for the program and sustained volume of play since 2020. The projected revenue is based on some level of anticipated hole closure but

continues to align with 2021 overall revenue when the program was operating as a 63-hole operation due to The Glen's temporary closure for renovation. All increases in revenue are generally offset by increases in related expenses to maintain and operate the program, particularly increases to hourly wages due to cost-of-living adjustments and ongoing premium pay for Laborers. A Technical Correction is requested to address position allocations for the four authorized Limited Term Employment positions, which were approved in the Adopted 2023 Operating Budget. Overall, there is a Fund Balance Generated projected for the Program based on the proposed budget. In the event of hole closures throughout the course of the season, the Golf Director will manage expenses in response to any changes in revenues as the 2025 season progresses.

The Golf Enterprise Program is committed to overcoming the nation-wide historically exclusionary reputation of the sport and creating environments at our courses where all feel welcome. The Golf Enterprise Program 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 continues to serve as a model for overcoming these inequities by providing diverse and culturally relevant mixed-use recreational programming that connects members of the community to each other and the incredible natural environment of the golf park, while also introducing new players to the game. The proposed request provides for continued collaboration with external 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 Program 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 and successful transformation of Yahara Hills Golf Course to a quality 18-hole course.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Golf Courses
Enter your Service:	Golf Operations

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The Agency is responsible for 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, with a plan for phased 25% reduction from 72 holes to 54 holes by the start of the 2026 season. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities in addition to serving to meet year-round recreational needs of residents.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2160 - GOLF COURSES	43 - CHARGES FOR SERVICES	-210000	Increases to Facility Rental ($60,000) and Golf Courses ($150,000) to align with 4-year average revenues.
2160 - GOLF COURSES	51 - SALARIES	46948.54	Increased Hourly Wages due to 2024 cost of living adjustments and ongoing premium pay for Laborers, offset by increased revenues.
2160 - GOLF COURSES	56 - DEBT OTHR FINANCING	99051.18	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.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Adjustments made within revenue and expenses are based on prior four-year averages and anticipated needs for 2025. A portion of the anticipated additional revenue is offset by increased Hourly Wage costs as a result of the cost of living adjustment and ongoing premium pay for laborers. There is anticipated hole reduction at Yahara Hills Golf Course during the course of the 2025 season, which will reduce the amount of holes available for play and required for maintenance. This permanent 25% reduction is planned as part of the City's partnership with Dane County to construct a

Sustainability Campus and landfill expansion on the easternmost portion of the course. The proposed changes are necessary to ensure Golf courses are able to operate efficiently.

Explain how your proposed change(s) will align with your draft 2024-2025 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 were known by some as being unwelcoming for women and golfers of color. The Golf Enterprise Program is working hard to address these disparities. Golf can provide significant mental, physical and social health benefits for the community, and the land on which the courses are situated can have significant impacts on the natural environment. The Golf Enterprise Program's presence in the greater Madison market ensures that quality affordable golf is available within the community for the benefit of a very diverse customer base. The Golf team works closely with Partners such as Change Golf Instruction, First Tee and local school teams to help create space and opportunities for individuals to learn the sport and its life-long benefits. The Glen Golf Park continues to serve as a model for overcoming these inequities by providing 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

Technical Correction is requested to ensure that the four Limited Term Employment positions authorized in the 2023 Adopted Operating Budget for the Golf Enterprise are appropriately allocated to Capital projects that are fully funded by the Golf Revenue Reserves. The proposed budget continues to align resources with existing service levels and needs.

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?

Personnel changes requested are due to Technical Correction. The proposed submission will allow for continued advancement of the Equity Action Plan.

Human Resources

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	1,921,041	2,081,158	1,851,119	2,095,920	2,251,145	2,251,145
Total	**$ 1,921,041**	**$ 2,081,158**	**$ 1,851,119**	**$ 2,095,920**	**$ 2,251,145**	**$ 2,251,145**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Employee & Labor Relations						824,190
HR Services						350,978
Organizational Development						1,075,978
Total	**$ 1,921,041**	**$ 2,081,158**	**$ 1,851,119**	**$ 2,095,920**	**$ 2,251,145**	**$ 2,251,145**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(25)	-	-	-	-	-
Other Finance Source	-	-	(36,604)	-	-	-
Total	**$ (25)**	**$ -**	**$ (36,604)**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,707,128	1,874,395	1,712,510	1,943,994	2,073,627	2,073,627
Benefits	571,256	503,864	467,666	528,221	574,680	574,680
Supplies	29,194	18,950	61,848	18,950	18,950	18,950
Purchased Services	175,837	242,951	197,271	253,151	254,951	254,951
Debt Othr Financing	7,212	-	7,428	-	-	-
Inter Depart Charges	108,464	71,253	71,253	70,599	77,535	77,535
Inter Depart Billing	(678,025)	(630,255)	(630,253)	(718,995)	(748,598)	(748,598)
Total	**$ 1,921,066**	**$ 2,081,158**	**$ 1,887,723**	**$ 2,095,920**	**$ 2,251,145**	**$ 2,251,145**

Human Resources Department
Erin Hillson, Director
Madison Municipal Building, Suite 261
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 23, 2024

TO: Mayor Satya Rhodes-Conway
FROM: Erin Hillson, Director of Human Resources
SUBJECT: 2025 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 continue to build on in each of the next three years. While applying a 1% budget reduction this year, we will be able to meet goals that include: evaluating requirements for a Human Resources Management system for more effective orientation, onboarding, and professional development of current employees; completing an RFP for wage and life insurance agent; launching a compensation study with our vendor, Baker Tilly; designing targeted recruitment toolkits; implementing our Recruitment Strategy Guide, completing our Personnel Rules rewrite; evaluating our 360 process and mentorship programs; implementing new executive team development processes; developing pipelines to employment with community partners; and design of a new employee focused survey.

Granted the funding requested in this proposal, during 2024 the Human Resources Department will complete selection of a robust and transformative Human Resources Management system; complete the city-wide compensation and classification study; create a phased implementation plan for the Citywide compensation studies; and continue to build on internal career pathways.

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, 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, and Fleet Funds

In 2024, we have been successful managing to a 99% budget through careful monitoring of our discretionary learning and development funding and through salary savings. We anticipate continuing to use salary savings to manage to the 99% budget, holding off on some purchases related to conferences and training or consultants until we are able to ensure we hit our 99% target through salary savings. If we have to use training and conference budget for salary savings it will certainly impact the quality of services our employees experience from our Organizational Development Team and will limit availability of low cost staff development options.

In the long term, we are hopeful that some of the investments we are currently making in our HR Management System will provide a high long-term return on investments.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

Our 5% budget reduction requires a $112,557 reduction in our operating budget. After evaluating the services that are most critical to the department, including how those service needs are met within our current staffing model, we have decided to reduce services in the following ways:

1. Elimination of one 100% Human Resources Analyst in HR Services which would save approximately $93,374. Our HR Services Unit has four staff currently dedicated to recruitment, strategic HR partnerships, and classification. With the city-wide compensation study being completed this year, we would pair this reduction with elimination of classification studies for the next 3-years, outside of classification of new positions and reclassifications that occur within Administrative Adjustment parameters. This 3-year service elimination would be in alignment with our Personnel Rules which prohibit additional position studies for a period of 3-years after a position study is completed, except with extenuating circumstances. Given that this service elimination would not be completely accounted for through elimination of this service, we would anticipate some impact to hiring activities and timelines associated with hiring, as we would be losing 25% of staffing related to the Analyst role.
2. Elimination of $19,200 from Conferences & Training budget. This would include eliminating the following programs and trainings:
    a. Support of four agencies to participate in Executive Team Development ($10,000)
    b. HR annual team planning retreat ($3,500)
    c. 360 survey question modifications and continued requirement of past years participating agencies in Executive Team Development to pay for 360 survey participation. ($2,355)
    d. Sunsetting How To Run Effective Meeting live instructor led training, and eliminate additional consultant provided trainings ($3,345)

Eliminating the Executive Team Development program could impact overall organization effectiveness and efficiency while having immediate impacts on executive team's ability to work together to drive change and execute strategy during a very challenging time for staff and the organization. It's a critical element in staff, agency, and our organization's success. Investing in executive team development:

- Increases collaboration
- Improves culture and performance
- Reduces silos and support alignment with goals and priorities

The three agencies (24 total leaders) participating in 2023 Executive Team Development reported that the program:

- increased the leadership team's ability to work together effectively to drive change and execute strategy
- increased their level of self-awareness as a leader
- improved their growth and development
- provided them with new tools and practices to improve their leadership abilities/effectiveness.

We have also heard from leaders that participating in this program has had a positive impact upon successful completion of Agency Work Planning and Results Madison Data Engagement.

Eliminating the funding for the HR annual team planning retreat would reduce the ability of Team HR to collectively review prior years accomplishments and challenges while also planning for 2026.

Eliminating the 360 Survey funding requires that we ensure full modification of the survey questions this year, and eliminates the ability for us to make ongoing modifications. It also requires agencies to fund the entire cost of 360 surveys used within their agencies.

Sunsetting How To Run Effective Meeting live instructor led training and would have low impact as participation in 2024 as of July 9, 2024, was 8 staff. We also have this as an on demand recorded version for staff. However, this particular training only reduces the budget by $700, and we will need to reduce instructor led training by a total of $3,345.

Reallocations and Other Changes (if applicable)

We are proposing no new staffing reallocations for our 2025 budget.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Human Resources
Enter your Service:	Employee & Labor Relations

Please provide an updated Service Description below.

No change needed

Updated Service Description:

Click or tap here to enter text.

Please provide updated Activities Performed by Service.

No change needed.

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs
Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Human Resources
Enter your Service:	HR Services

Please provide an updated Service Description below.

No change needed.

Updated Service Description:

Click or tap here to enter text.

Please provide updated Activities Performed by Service.

No change needed

Updated Activities Performed by Service:

Click or tap here to enter text.

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

As part of the directed 5% reduction, we are proposing elimination of 1 HR Analyst. Please see description of changes below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Human Resources
Enter your Service:	Organizational Development

Please provide an updated Service Description below.

No change needed

Updated Service Description:

Click or tap here to enter text.

Please provide updated Activities Performed by Service.

No change needed.

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
Select		Enter $.	.
Select	Select	Enter $.	Click or tap 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.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Human Resources

5% Minimum Target **112,557**

Total Amount Identified 112,574

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
161 - HR SERVICES	HR Services partners with agencies citywide managing the classification, compensation, position control, and workforce recruitment process. The unit also administers the position study process and assists in implementing organizational changes.	HR Services works closely with most City agencies and departments, its staff represents the first contact many job applicants have with the City of Madison and they continue to be a resource for employees who are seeking reclassification or transition into other job duties through the position study process.	Reduced staffing in the HR Services unit would reduce staff available to manage hiring or layoff processes. It may lead to increased time-to-hire and would significantly impact the HR Department's ability to process position studies. It would also reduce HR's ability to assist with organizational changes in other City agencies or departments.	1 FTE - HR Analyst	$ 93,374
163 - ORGANIZATIONAL & HEALTH DEVEL	Organizational Development creates opportunities for advancements to work culture and operations. The unit focuses on employee training, leadership development, process improvement, performance excellence, and building organizational capacity.	Employees and managers throughout the City benefit from the services of the Organizational Development unit.	A reduction of approximately $19,200 will lead to the cancellation of Executive Team development programs, internal HR training activities, and a reduction in training available to employees throughout the City.	None	$19,200

Information Technology

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	7,769,179	9,569,373	9,124,507	9,552,148	11,086,803	10,920,652
Total	**$ 7,769,179**	**$ 9,569,373**	**$ 9,124,507**	**$ 9,552,148**	**$ 11,086,803**	**$ 10,920,652**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Business Solutions						3,415,181
Collaboration & Portfolio Mgmt						1,407,052
Contracting & Procurement						7,648
Digital Inclusion & Experience						3,148,170
Network Infrastructure						1,527,550
Security & Compliance						1,415,050
Total	**$ 7,769,179**	**$ 9,569,373**	**$ 9,124,507**	**$ 9,552,148**	**$ 11,086,803**	**$ 10,920,652**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(5,675)	(5,000)	(7,575)	(5,000)	(5,000)	(13,000)
Charges For Services	-	(5,000)	(2,260)	(5,000)	(5,000)	(5,000)
Other Finance Source	(16,000)	(8,000)	(126,854)	(8,000)	(8,000)	-
Transfer In	(493)	-	-	-	-	-
Total	**$ (22,168)**	**$ (18,000)**	**$ (136,688)**	**$ (18,000)**	**$ (18,000)**	**$ (18,000)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	4,322,894	4,746,427	4,473,802	4,937,797	5,235,646	5,239,494
Benefits	1,251,656	1,311,884	1,297,774	1,416,986	1,459,407	1,459,407
Supplies	17,381	23,850	144,630	18,850	18,850	18,850
Purchased Services	3,128,437	4,727,290	2,651,366	5,025,768	6,434,507	6,264,507
Debt Othr Financing	20,965	-	1,918,379	-	-	-
Inter Depart Charges	26,180	27,954	25,276	28,317	28,805	28,805
Inter Depart Billing	(976,166)	(1,250,032)	(1,250,032)	(1,857,571)	(2,072,411)	(2,072,411)
Total	**$ 7,791,347**	**$ 9,587,373**	**$ 9,261,195**	**$ 9,570,148**	**$ 11,104,803**	**$ 10,938,652**

Information Technology
Sarah Edgerton, Information Technology Director
City-County Building, Room 500
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4506 | Fax: (608) 261-9289
it@cityofmadison.com
cityofmadison.com/information-technology

TO: Mayor Satya Rhodes-Conway and David Schmiedicke, Finance Director
FROM: Sarah Edgerton, Information Technology Director
DATE: July 24, 2024
SUBJECT: 2025 IT Operating Budget Transmittal Memo
CC: Katie Crawley, Deputy Mayor, Sam Munger, Deputy Mayor, Maggie McClain, Budget Analyst

The City of Madison's technology needs are continuously evolving as we grow as a City and change the way work is done or a service is delivered. These needs range from current operations, such as public safety, to automation of work processes which are increasingly more data-intensive, to the growing use of Cloud services and developing scaffolding for the use of Smart City and AI technology in City operations. Furthermore, as the City continues to grow, there will be a greater demand for the accelerated use of technology to deliver convenient and accessible services to our residents.

The Information Technology (IT) 2024-2027 Strategic Plan sets the vision and direction to mature as an organization, and to create a secure, accessible, transparent, digital experience for all our customers. The IT Strategic Plan focuses on seven strategic areas: **Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure & Operations and Security.** These are key strategic areas used to create a unifying vision for the City's focus around digital technologies and to ensure strategic investments are made to provide the most value to the City.

We use the IT Strategic Plan to guide the development of our budget programs and work plan. The IT Work Plan outlines our major projects for the upcoming budget year. By aligning our Strategic Priorities, Budget Programs, and Work Plans, IT Leadership can ensure that our investments are furthering our organizational goals. To maintain this alignment, we use our IT Service Framework and performance indicators identified through Results Madison to analyze our service delivery and provide us with insight into our department's performance. Results Madison data also provides IT Leadership insight into current and future technology needs, and we can incorporate them into IT's budgeting and strategic planning. 2025's project work includes the following key highlights:

- Digital Workplace: M365 Phase 2 SharePoint Rebuild and Teams Expansion Project
- Security, Risk & Compliance: Upgrading the City's Information Security Infrastructure
- Security, Risk & Compliance: PCI Compliance Upgrades
- Infrastructure and Operations: Network Infrastructure Lifecycle Management Replacements
- Customer Service: Creating a Customer Service Ecosystem
- Digital Workplace: Accela Migration to the Cloud
- Collaboration, Communication & Portfolio Management: Standardizing the project intake process

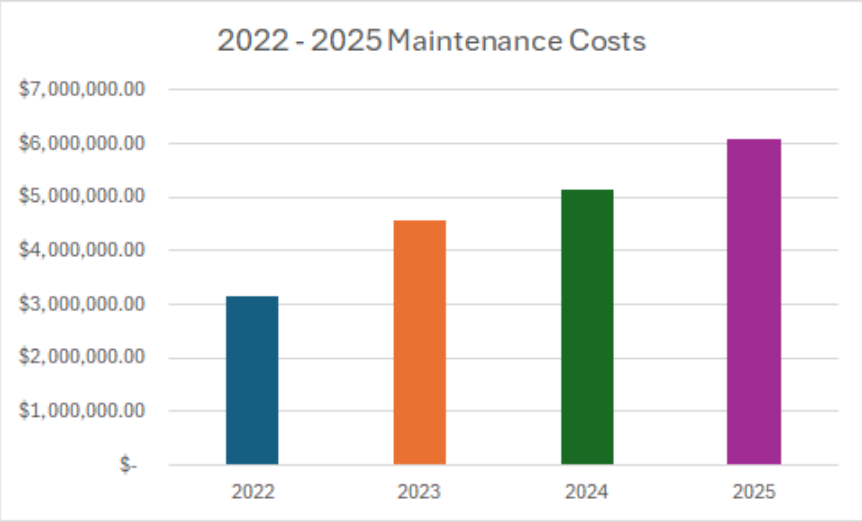
99% Budget for Information Technology

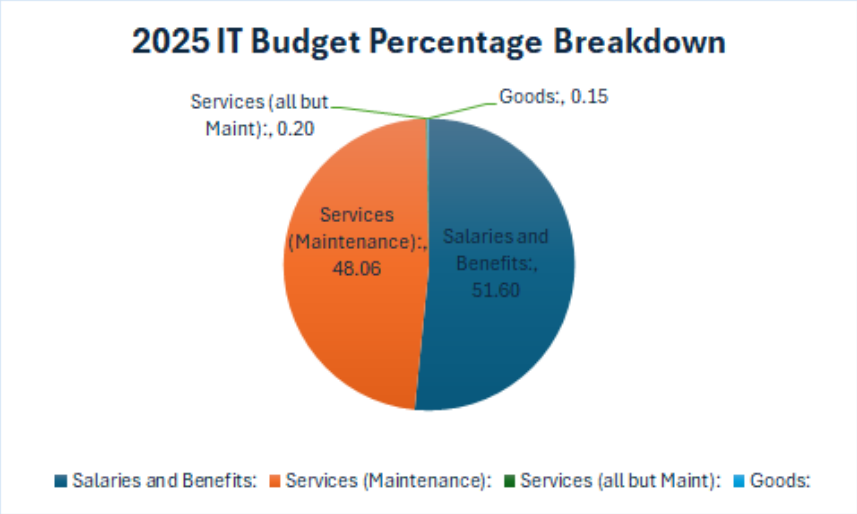
For 2025, our target has been set to 99% of our Cost-to-Continue budget, $10,920,651. To meet the 1% reduction, $110,309, we have moved two of our 2025 software implementation projects into our 2024 Work Plan. Moving forward, the current software will be discontinued. Our reductions total $182,000.

1. **Reduction of $107,000:** The first project is to replace redundant anti-virus software in 2024 instead of 2025.
   Impact: There will be a slight shift in project timelines to account for the change to 2024 work planning.
2. **Reduction of $75,000:** As part of the SharePoint Online modernization project, we will discontinue funding KnowledgeLake software which provides more advance look-up functionality for one agency. After analyzing the advance software functionality vs. the cost of the software and the number of users, the cost of the software outweighs the needs of the additional features. The basic needs can be met by other enterprise systems, which we will work with the impacted users to transition their toolset.
   Impact: Search features will not be as robust; however, users will still be able to do their jobs efficiently and effectively.

Lower Priority Service Activity Identification for Information Technology

The IT Operating budget is comprised of two major funding priorities: Salaries and Benefit ($6,698,820) and Services (Maintenance) ($6,238,927) for a total of $12,937,747. Over the past four years, we have been navigating rising prices for IT supplies, services, and talent which has increased the IT Services funding. This increase is also due to the costs for Cloud-services (M365, City Website Platform and Data backups, to name a few). As vendors move to only continuing to support and maintain the security of systems in their cloud environments, we will continue to see a rise in IT's Operating Services budget. As part of our reduction scenarios, we are unable to consider reducing software since it supports the City's core services. We had to focus our analysis on the 51% of the IT Operating Budget, Salaries and Benefits, for our reduction scenarios.





We worked with Team Leaders to identify core services and activities performed in each teams' technology services portfolios. As part of the exercise, they identified what core City services would be impacted if there was a reduction of their service delivery. Once we had the services identified and pulled Results Madison data, we were able to make informed decisions in developing our 5% proposed services reduction scenarios.

Our proposed reductions are based on the following indicators: Identification of core services; Results Madison data; ability to expedite project completion to replace redundant software in 2024 instead of 2025; and the evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. From this analysis, we propose the following scenarios:

Scenario 1

1. **$107,000, Reduction of ESET software**: Expediting project completion to replace redundant software in 2024 instead of 2025.
   Impact: Staff will have to shift work assignments to expedite completing the project. Should be minimum impact.

2. **$75,000, Reduction of KnowledgeLake software:** Expediting project completion to replace one-off software in 2024 instead of 2025 since there is only one department that uses KnowlegeLake.
   Impact: Although it will not be an exact same user-experience, users will still be able to efficiently do their jobs.

3. **$153,000, Reduction of one vacant position** in the Web Team staffing model after evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. The amount allocated to this reduction scenario is due to a long-term employee retirement. Due to a long-term employee retirement, we had the opportunity to evaluate the position description, the current and future IT project work needs and where we would need to re-assign talent. With that analysis, I am reassigning a team member from web development to

application development to support the increase workload that will be forthcoming with several major systems migrating to the Cloud in the next few years.
Impact: This created a vacant position on the Web Team who had three core services in the position's portfolio: Support of Metro's One Bus Way API (will be discontinued in August with the implementation of the Clever system); Social Media Support & Tools (Agorapulse, Hootsuite) will be discontinued; web application development.
The discontinuation of these services will not majorly impact core continuity of operations for IT. Web project timelines will need to be adjusted by 6 to 12 months to accommodate the staffing level reduction. This change would result in a reduction in database support services and a redistribution of duties to other members of the Team, which may slow down other database administration work. It is not an ideal scenario to lose the Web Team position; however, work will be completed but in longer timeframes.

4. **$47,000, Reducing one position from an Information Technology Specialist 4 (18/12) to an Information Technology Specialist 2 (18/8) position**: After evaluation of current vacant positions and the assigned duties to ensure alignment with current and future technology projects, we feel that work can be completed at an 18/8 level with minimal impact to core service delivery.
Impact: May slow down some GIS and asset activities however it could create a more cohesive GIS and asset community in the City. We would like to develop a GIS Consortium to support the reduction of the GIS position from an 18/12 to 18/8 and ask other flagship GIS staff to assist in the support of the GIS system. We will continue to cover the costs and will ask the consortium to support each other. We feel with the investment of GIS and asset experts across the City, we can create a GIS and asset cooperative to support one another and take on some of the activities that the previous position oversaw. This will give agencies more autonomy in the use of these systems. IT will support the database administration, user administration and vendor relationships.

5. **$177,754, Reduction of IT non-core services:**
   a) Discontinue coverage of the Alcohol, License and Review Committee (ALRC) meeting - The Alcohol, License and Review Committee meeting is currently virtual and takes two full-time staff members to support.
   b) Discontinue coverage of the Common Council Executive Committee (CCEC) meeting – Staff must be in two hours earlier to support the CCEC and Common Council Meeting which is creating overtime.
   c) Discontinue coverage of the Transportation Commission (TC) meeting – The Transportation Commission meeting is currently virtual and takes two full-time staff members to support.
   d) Reduction coverage of the Finance Committee to in-person only and covered live by Media Team
   e) Discontinue supporting edited podcasts., such as, "Everyday Engineering"; we would only support automated podcasts, such as, "Common Council Meetings."
   f) Discontinue show productions, such as, District Reports or Senior Beat
   g) Reduction Hybrid, Streamed, and Televised Event Coverage (Presentations, Press Conferences, Public Information Meetings, Etc.)
   h) Reduction in mobile multi-event coverage.

i) Reduction in project requests (educational, documentaries, training videos, public service announcements and how-to-videos).
j) Reduction in Special Event coverage, such as the Madison Police Department Awards Ceremony or Annual City-County Observance of Dr. Martin Luther King, Jr. Day.

Impact: With the reduction of these listed services, the Media Team staffing model would be reduced by two positions due to the decrease in services. Currently there is one vacant position and one filled position. The proposed reductions to Media Team's portfolio of services are based on the following data indicators:

- Core service identification (See attached IT Strategic Framework)
- Viewership/use of service (See attached Media Data Indicators Report, Meeting and Event Viewership)
- Meeting coverage accrues the most overtime for staff. Media Team staff are in comp group 16, with handbook rules that state they receive overtime daily over 7.75 hours and an extra pay differentia premium for working nights. Therefore, flexible scheduling is not an option for their work schedules. (See attached Media Data Indicators Report, Media Team Overtime)
- Registrant participation/use of service (See attached Media Data Indicators Report, Registrant Participation)
- Digital inclusion impact: When reviewing data, the most viewed videos are not meetings or special-event coverage; instead, they are educational videos, or documentaries which are generally more relevant for a longer period and have variety of mediums for distribution. These types of videos have a broader community reach since they are often-times produced in multiple languages and have closed-captioning and are produced for more targeted audiences which lend themselves for better sharing and better engagement with community needs. The viewership data demonstrates that residents are seeking targeted information like "How to Fill and Replace Sandbags" (18,000 views) or "Xov Xwm Tseem Ceeb Txog Kab Mob Coronavirus (Important Message About Coronavirus)" (29,000 views) (See attached Media Data Indicators Report, on YouTube Video views)

Scenario 2:
Our proposed reductions of services are based on the following indicators: Identification of core services; Results Madison data; expediting project completion to replace redundant or one-off software in 2024 instead of 2025; and evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. From this analysis, we propose the following:

1. **$107,000, Reduction of ESET software**: Expediting project completion to replace redundant software in 2024 instead of 2025.
   Impact: Staff will have to shift work assignments to expedite completing the project. Should be minimum impact.

2. **$75,000, Reduction of KnowledgeLake software:** Expediting project completion to replace one-off software in 2024 instead of 2025 since there is only one department that uses KnowlegeLake.
   Impact: Although it will not be an exact same user-experience, users will still be able to

efficiently do their jobs.

3. **$153,000, Reduction of one vacant position** in the Web Team staffing model after evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. The amount allocated to this reduction scenario is due to a long-term employee retirement. Due to a long-term employee retirement, we had the opportunity to evaluate the position description, the current and future IT project work needs and where we would need to re-assign talent. With that analysis, I am reassigning a team member from web development to application development to support the increase workload that will be forthcoming with several major systems migrating to the Cloud in the next few years.
   Impact: This created a vacant position on the Web Team who had three core services in the position's portfolio: Support of Metro's One Bus Way API (will be discontinued in August with the implementation of the Clever system); Social Media Support & Tools (Agorapulse, Hootsuite) will be discontinued; web application development.
   The discontinuation of these services will not majorly impact IT core service delivery. Web project timelines will need to be adjusted by 6 to 12 months to accommodate the staffing level reduction. This change would result in a reduction in database support services and a redistribution of duties to other members of the Team, which may slow down other database administration work. It is not an ideal scenario to lose the Web Team position; however, work will be completed but in longer timeframes.

4. **$47,000, Reducing one position from an Information Technology Specialist 4 (18/12) to an Information Technology Specialist 2 (18/8) position**: After evaluation of current vacant positions and the assigned duties to ensure alignment with current and future technology projects, we feel that work can be completed at an 18/8 level with minimal impact to core service delivery.
   Impact: May slow down some GIS and asset activities however it could create a more cohesive GIS and asset community in the City. We would like to develop a GIS Consortium to support the reduction of the GIS position from an 18/12 to 18/8 and ask other flagship GIS staff to assist in the support of the GIS system. We will continue to cover the costs and will ask the consortium to support each other. We feel with the investment of GIS and asset experts across the City, we can create a GIS and asset cooperative to support one another and take on some of the activities that the previous position oversaw. This will give agencies more autonomy in the use of these systems. IT will support the database administration, user administration and vendor relationships.

5. **$88,877 Reduction of IT non-core services:**
   a) Discontinue coverage of the Alcohol, License and Review Committee (ALRC) meeting
   b) Discontinue coverage of the Transportation Commission (TC) meeting
   c) Reduction coverage of the Finance Committee to in-person only and covered live by the Media Team
   d) Discontinue supporting edited podcasts., such as, "Everyday Engineering"; we would only support automated podcasts, such as, "Common Council Meetings"
   e) Discontinue show productions, such as, District Reports or Senior Beat

f) Reduction in Special Event coverage, such as the Madison Police Department Awards Ceremony or Annual City-County Observance of Dr. Martin Luther King, Jr. Day.

Impact: With the reduction of these listed services, the Media Team staffing model would be reduced by one position due to the decrease in services. Currently there is one vacant position which would be reduced to meet our reduction scenario. The proposed reductions to Media Team's portfolio of services are based on the same previously listed indicators. It is not an ideal scenario to lose the Media Team position; however, work will be completed but in longer timeframes and there will be fewer opportunities for press conference and special event coverage.

I look forward to discussing our IT 2025 Operating Budget with you.



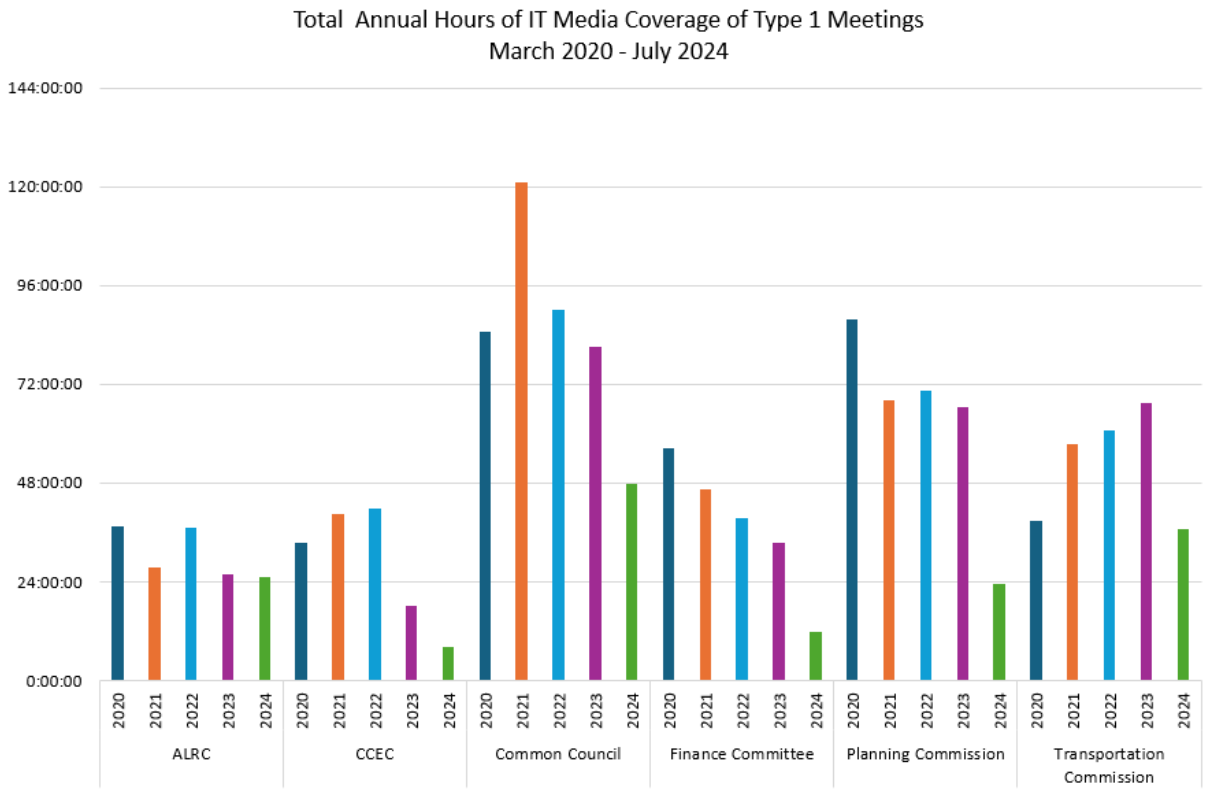
Sincerely,
Sarah Edgerton, Chief Information Officer
City of Madison Information Technology Director

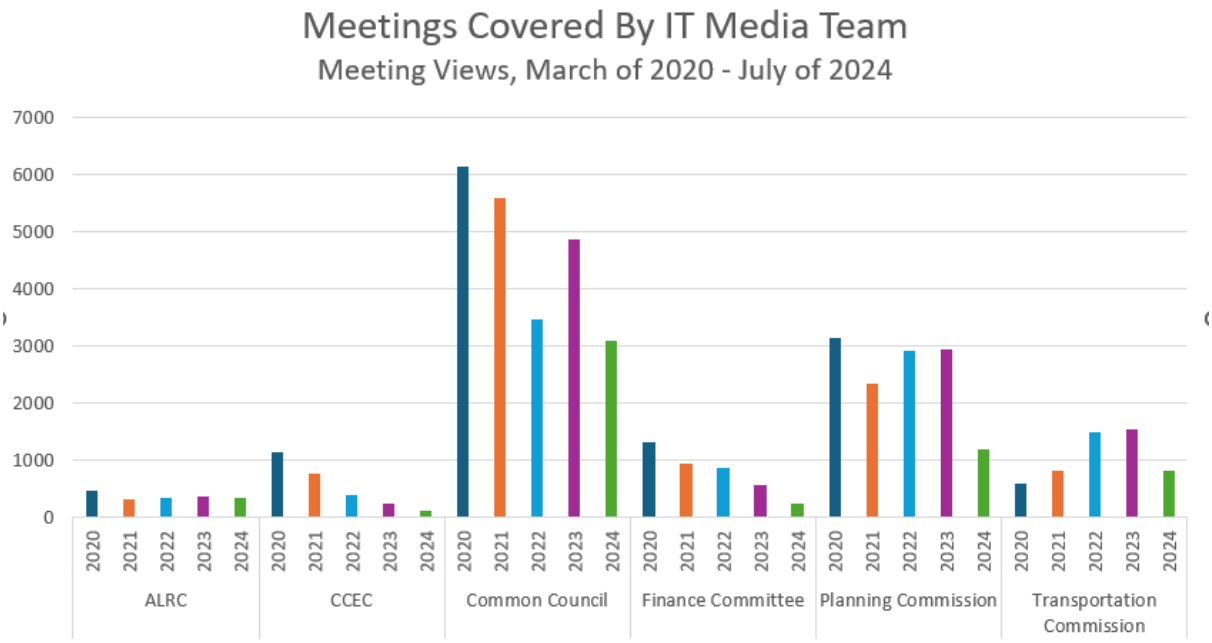
Attachment List

1. Media Team Data Indicators

References

1. 2024-2027 Strategic Plan
2. 2024 Information Technology Service Framework (includes Results Madison KPIs)


Total Annual Hours of IT Media Coverage of Type 1 Meetings
March 2020 - July 2024
144:00:00
120:00:00
96:00:00
72:00:00
48:00:00
24:00:00
0:00:00
2020 2021 2022 2023 2024
ALRC
CCEC
Common Council
Finance Committee
Planning Commission
Transportation Commission


Meetings Covered By IT Media Team
Meeting Views, March of 2020 - July of 2024
7000
6000
5000
4000
3000
2000
1000
0
2020 2021 2022 2023 2024
ALRC
CCEC
Common Council
Finance Committee
Planning Commission
Transportation Commission

List of Top 25 Meetings Viewed, January 2024 - July 2025

1. Common Council: Meeting of May 7, 2024
2. Common Council: Meeting of March 5, 2024
3. Common Council: Meeting of April 16, 2024
4. Plan Commission: Meeting of June 10, 2024
5. Common Council: Meeting of June 18, 2024
6. Common Council: Meeting of February 13, 2024
7. Common Council: Meeting of January 23, 2024
8. Common Council: Meeting of March 19, 2024
9. Common Council: Meeting of January 9, 2024
10. Common Council: Meeting of May 21, 2024
11. Plan Commission: Meeting of March 25, 2024
12. Transportation Commission: Meeting of January 31, 2024
13. Plan Commission: Meeting of January 22, 2024
14. Dane County Board: Meeting of May 9, 2024
15. Plan Commission: Meeting of February 26, 2024
16. Common Council: Meeting of June 4, 2024
17. Dane County Board: Meeting of January 18, 2024
18. Transportation Commission: Meeting of April 24, 2024
19. Plan Commission: Meeting of April 8, 2024
20. Transportation Commission: Meeting of March 27, 2024
21. Alcohol License Review Committee: Meeting of June 26, 2024
22. Transportation Commission: Meeting of January 17, 2024
23. Plan Commission: Meeting of February 5, 2024
24. Plan Commission: Meeting of March 11, 2024
25. Transportation Commission: Meeting of March 13, 2024

Top 25 Presentations, January 2024 - July 2024

1. Passenger Rail Station Study - Virtual Public Meeting February 6, 2024
2. Madison Police Department Awards Ceremony: May 22, 2024
3. News Conference : Metro Transit Hanson Road Remodel Groundbreaking February 14, 2024
4. RESJI: Freedom Dreaming May 29, 2024
5. News Conference: 'Closing' of State Street for Pedestrian Mall Experiment
6. News Conference: Mayor & Madison Police Update on Recent Gun Violence
7. Lake Monona Waterfront Design Challenge - Design Challenge Master Plan Presentations
8. News Conference: Madison Public Market Groundbreaking
9. News Conference: Summer Youth Bus Pass Program Announcement May 2, 2024
10. Budget Engagement Event: May 30, 2024
11. Madison Fire Department Recruit Class 61 Graduation June 7, 2024
12. Community Event Safety Symposium: January 11, 2024

13. News Conference: 2024 State of Public Safety
14. Disability Pride Festival Madison July 29, 2023
15. News Conference: National Small Business Week
16. 38th Annual City-County Observance of Dr. Martin Luther King, Jr. Day
17. News Conference: 2 Megawatt Solar Milestone Celebration
18. RESJI February Speaker Series event “Freedom Dreaming.” February 20, 2023
19. Why Does Race Matter? Dr. Christy Clark-Pujara
20. 39th Annual City-County Observance of Dr. Martin Luther King, Jr. Day
21. Dane Dances: Christopher Project and VO5
22. City Committee Training: Open Meetings and Public Records Regulation
23. Madison Police Department: Lieutenant Tom Woodmansee, Special Investigations Unit
24. News Conference: Madison Fire Announces Launch of C.A.R.E.S. Initiative
25. Black History Month Banner and Edmonia Lewis Stamp Unveilings: February 23, 2022

Top 25 Videos from January 2024 to July 2024

1 Common Council: Meeting of May 7, 2024
2 Clerk's Live Election Webinar: March 12, 2024
3 Common Council: Meeting of March 5, 2024
4 Common Council: Meeting of April 16, 2024
5 Plan Commission: Meeting of June 10, 2024
6 Common Council: Meeting of June 18, 2024
7 Common Council: Meeting of February 13, 2024
8 Common Council: Meeting of January 23, 2024
9 Passenger Rail Station Study - Virtual Public Meeting February 6, 2024
10 West Area Proactive Zoning Information Meeting: Meeting of March 18, 2024
11 Common Council: Meeting of March 19, 2024
12 Outlook for 2025 City Budget -- Part 1 -- Budget Foundations
13 Common Council: Meeting of May 21, 2024
14 Madison Police Department Awards Ceremony: May 22, 2024
15 Common Council: Meeting of January 9, 2024
16 Voices of Pride
17 Outlook for 2025 City Budget -- Part 2 -- The Structural Deficit
18 Plan Commission: Meeting of March 25, 2024
19 Transportation Commission: Meeting of January 31, 2024
20 North/South BRT Public Meeting
21 Plan Commission: Meeting of January 22, 2024
22 News Conference : Metro Transit Hanson Road Remodel Groundbreaking February 14, 2024
23 Dane County Board: Meeting of May 9, 2024
24 Clerk's Live Election Webinar: January 31, 2024
25 Plan Commission: Meeting of February 26, 2024

YouTube Top 25 Viewed Videos

1. How To Properly Fill & Place Sandbags
2. Xov Xwm Ceev Txog Txoj Cai Tshiab Ntawm Tus Kabmob COVID-19 (Emergency Order #10 from Public Health)
3. Clerk's Live Election Webinar: March 12, 2024
4. Recycling Bottle Caps
5. Understanding Police Use of Deadly Force
6. Property Assessment in Madison
7. Common Council: Meeting of February 13, 2024
8. Pedestrian & Bicyclist Hybrid Beacon Instructions
9. Recycling Shredded Paper
10. Common Council: Meeting of June 18, 2024
11. Know Your Candidates: Dane County Board of Supervisors District 36: David Peterson
12. Common Council: Meeting of January 23, 2024
13. Clerk's Live Election Webinar: January 31, 2024
14. How to Prepare Yard Waste for Pick-Up
15. News Conference: 2024 State of Public Safety
16. Common Council: Meeting of March 5, 2024
17. Common Council: Meeting of April 16, 2024
18. Part-Time Public Works Seasonal Worker Recruitment
19. Plan Commission: Meeting of January 22, 2024
20. Recycling Collection in Madison, WI
21. Public Market Design Reveal
22. Know Your Candidates: Dane County Board of Supervisors District 9: John Wollaeger
23. Know Your Candidates: Dane County Board of Supervisors District 36: Loreen Gage
24. Know Your Candidates: Dane County Board of Supervisors District 12: Sean Burke
25. Plan Commission: Meeting of June 10, 2024

Number of Registrants by Committee, March 2020 – July 2024

Meeting	Registrants
Alcohol License Review Committee	1,288
2020	326
2021	277
2022	327
2023	301
2024	57
Common Council	20,403
2020	9,244
2021	6,006
2022	1,972
2023	2,812
2024	369
Common Council Executive Committee	425
2021	382
2022	22
2023	14
2024	7
Finance Committee	2,306
2020	1,554
2021	398
2022	242
2023	96
2024	16
Plan Commission	7,887
2020	2,917
2021	1,688
2022	1,449
2023	1,584
2024	249
Transportation Commission	822
2020	128
2021	240
2022	277
2023	144
2024	33
Grand Total	33,131

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Business Solutions

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service supports enterprise business applications, system implementation, development, enhancements, and database systems. The goal of this service is to deliver and support the innovative, integrated, cost-effective enterprise solutions to our customers to support the City's growing technology needs.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Accela Code Enforcement, Licensing and Permitting, and land management: Provide services online, including initial application, fee calculations, renewals, and tracking.
- ESRI GIS: Support the City-wide GIS consortium and providing a foundation for mapping and analysis that is used in City-wide.
- CityWorks Work Order and Asset Management: Support the backend of CityWorks which creates work order jobs and connects the assets to each work order.
- Financial and Billing System: Maintain the back end of the City-wide financial management software application which manages the City's accounting, billing, and procurement requirements.
- Website Content Management System (CMS): Develop, maintain, and upgrade the Drupal CMS for users to publish, edit, modify, organize and maintain content from the City's Website.

- Reporting Tools: Support a set of graphical and scripting tools that support the development and use of reports City-wide.
- Camera Management System: Manage the Digital Security Camera infrastructure, including user roles, permissions, views and streams.
- Deploying and Installing Software Packages: Make software applications available for installation and use on various computers.
- Photo Library Management System: Manage and store the City's digital photos.
- Application Configuration and Administration: Manage City-wide applications lifecycle (requirements, design, implement, test, build, deploy, operate, optimize).
- Application Programming Interfaces (APIs): Develop protocols that enables City software applications to communicate with each other to exchange data, features, and functionality.
- Cloud Strategies: Increase our flexibility, sustainability, and uptime by shifting to a cloud-first strategy.
- Online (ePayment System) Payments: Develop and maintain the City's 14 ePayment types.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major level.
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If the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

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Explain how your proposed change(s) will align with your draft 2024-2025 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 3. Personnel Changes

All proposed personnel changes 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. **If you are not submitting personnel changes, skip this section.**

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

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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?

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 budget?

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Click or tap here to enter text.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Collaboration, Communication & Portfolio Mgmt

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service supports increased access to shared online services, opportunities for collaboration and continuing the transition of modernizing paper-based processes to digital processes to meet the needs of our customers. The Portfolio Management service performs IT-to-business relationship management functions, owns and manages the City's IT governance and project portfolio processes.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Product Management: Develop a better understanding of customers' needs, goals, and values. Develop solutions based on the people who will use the technology.
- Project Management: Develop standard frameworks for project management across teams to give project managers the tools they need to complete successful projects.
- Customer Lifecycle Management: Tracking IT service delivery from multiple customer-related metrics to ensure service delivery is completed to an agreed upon level of satisfaction.
- Agency Partnerships: Develop a better understanding of customers' needs, goals, and values.
- Customer Experience: Build trust with our customers to provide solutions that meet their needs and enhance their experience at the City of Madison.
- IP Telephony Lifecycle Management: Manage the City's IP telephony system lifecycle including administering, managing, and maintaining.

- Collaboration Tools and Digital Workplace Applications: Support conferencing, collaboration, and file sharing technologies.
- Adoption-Change Management: Drive customer and staff adoption and satisfaction.
- Training: Improve the use and efficiency of technology by making sure our customers understand the systems they use.
- Service Level Agreements (SLAs): Develop clear expectations for IT, external partners, and customers to ensure that service delivery is completed to an agreed upon level of satisfaction.
- Vendor Coordination: Oversee the third-party vendors providing IT products and services.

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 **Major level**.

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

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Summary Table of *Major* Changes of $10,000 or More

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2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Contracting, Procurement, and Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service manages more than 100 technology contracts and monitors the IT asset management lifecycle program, IT Request for Proposals (RFP), service level agreements, procurement activities, contract negotiations and enterprise license agreements. This service coordinates the citywide IT budget process, monitors and reports on IT expenditures and supports the payroll and personnel administration.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Contracts and Procurement Administration & Compliance: Procurement, contracts, and work with vendors on service delivery, projections and fiscal impacts of new technology and applications.
- APM administration & compliance: Manage all IT APM processes and policies and ensure compliance.
- Budget Development: Manage the gathering of data and preparation of the annual capital and operating budgets and financial reports.
- Strategic Planning and Work Planning: Develop objectives, policies, strategies and annual work plans for the IT Department to support the delivery of services to the city.

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

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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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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2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Digital Inclusion & Experience

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service develops and supports new technology and online systems, which improve accessibility and interaction with City services. This service works to improve digital engagement tools and practices, user experience, accessibility, and language access for Madison residents.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Digital Access: Create opportunities for residents and City staff to access City services and engage in City government more comfortably, securely, and equitably through technology.
- User Interface and Design: Evaluate systems for ways to improve service design, website navigation, and user experience.
- Resident Engagement Tools: Transform how people participate in the democratic process by facilitating an interactive, safe, and accessible relationship between the government and the public through technology.
- Board, Commission, and Committee Coverage: Continue to encourage the ease of access to City information through technology solutions.
- Digital Workplace: Maintain a digital workplace by creating a framework for continual improvement of processes, tools, and operational efficiencies to meet our employees' needs and the City's goals.
- ADA Digital Accessibility: Increase equity and access to City services by improving the accessibility of the City's web presence.

- Government Access Television: Use technology to effectively connect the public to City government.
- Audio/Visual Services: Support video conferencing and collaboration technologies that allow employees to do their work efficiently and effectively.
- Language Access: Develop and support sites and applications that support multilingual content. Engage the City workforce in greater plain language adoption.
- City of Madison website: Continue to build a unified digital identity.
- City Podcasts: Continue to encourage the ease of access to City information through technology solutions.
- City Streaming Video Services: Continue to encourage the ease of access to City information through technology solutions.
- Digital Signage: Continue to encourage the ease of access to City information through technology solutions.
- Communication Marketing Tool Lifecycle Management: Develop and implement style guidelines shared across systems. Standardize infrastructure, functionality, user experience, and appearance using human-centered design.

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

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Summary Table of *Major* Changes of $10,000 or More

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Part 3. Personnel Changes

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

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

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2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Network Connectivity & Infrastructure

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service maintains the City's data network, data storage, systems hosting, fiber and wireless (Wi-Fi) network, and internet access, while minimizing downtime to City operations.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Network Lifecycle Management: Maintain the City's data network, data storage, systems hosting, fiber and wireless (Wi-Fi) network, and internet access.
- Access Control Lifecycle Management: Replace Keyscan readers on a rotating basis.
- Workstation Lifecycle Management: Evaluate the business needs of machine requests, and make sure all City employees have access to a single device that fits their needs. Provide a dependable and secure end-user experience on all devices.
- Fiber and Wireless Lifecycle Management: Build and maintain a strong, connected fiber network that supports City operations.
- Enterprise Network Architect: Create a designed enterprise network to support a variety of users, devices, smart things, and applications to provide consistent service.
- Data Center Management: Management of the City's computer and server operations, supporting large amounts of data, services and applications, and the protection and security of the data.

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

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.2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Information Technology
Enter your Service:	Security & Compliance

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service protects the information contained, processed or transmitted by information technology systems. This service is responsible for developing and measuring compliance of security policies and procedures, minimizing risk through implementation of effective technical, administrative and physical security controls.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Cybersecurity: Responsible for developing and measuring compliance of security policies and procedures, minimizing cybersecurity risks through implementation of effective technical, administrative, and physical security controls. Educating and preparing staff to create a first line of defense and prevention.
- Incident Management: Detect, analyze, respond, report, and prevent incidents. Develop and maintain a Disaster Preparedness Plan in the case of an emergency.
- Records Management: Maintain the City's digital records to comply with state statutes. Respond to open records requests and assist other City agencies' in completing their open records requests.
- Change Control: Analyze the processes and make corrective and preventive changes to stop recurring issues in a project.

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

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds ws required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Information Technology - Scenario 1
5% Minimum Target	**546,033**
Total Amount Identified	559,754

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
174 - SECURITY AND COMPLIANCE	Expediting project completion to replace redundant software in 2024 instead of 2025.	All Email users	Staff will have to shift work assignments to expedite completing the project. Should be minimum impact.	0	$ 107,000.00
177 - BUSINESS SOLUTIONS	Expediting project completion to replace one-off software in 2024 instead of 2025 since there is only one department that uses KnowlegeLake.	Knowledgelake Users	Although it will not be an exact same user-experience, users will still be able to efficiently do their jobs.	0	$ 75,000.00
177 - BUSINESS SOLUTIONS	Reducing one position from an Information Technology Specialist 4 (18/12) to an Information Technology Specialist 2 (18/8) position: After evaluation of current vacant positions and the assigned duties to ensure alignment with current and future technology projects, we feel that work can be completed at an 18/8 level with minimal impact to core service delivery. This reduction proposal is for position # 842, an IT Specialist 2 position, using the funding from an employee that retired in an IT Specialist 4 position, position #4268.	All City GIS and Cityworks Users	May slow down some GIS and asset activities however it could create a more cohesive GIS and asset community in the City. We would like to develop a GIS Consortium to support the reduction of the GIS position from an 18/12 to 18/8 and ask other flagship GIS staff to assist in the support of the GIS system. We will continue to cover the costs and will ask the consortium to support each other. We feel with the investment of GIS and asset experts across the City, we can create a GIS and asset cooperative to support one another and take on some of the activities that the previous position oversaw. This will give agencies more autonomy in the use of these systems. IT will support the database administration, user administration and vendor relationships		$ 47,000.00

5% Minimum Target	**546,033**
Total Amount Identified	559,754

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
177 - BUSINESS SOLUTIONS	Reduction of one vacant position in the Web Team staffing model after evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. The amount allocated to this reduction scenario is due to a long-term employee retirement. Due to a long-term employee retirement, we had the opportunity to evaluate the position description, the current and future IT project work needs and where we would need to re-assign talent. With that analysis, I am reassigning a team member from web development to application development to support the increase workload that will be forthcoming with several major systems migrating to the Cloud in the next few years. This reduction proposal is for position #3198, an IT Specialist 2 position, using the funding from a long-term employee that retired in an IT Specialist 4 position, position # 841.	City Staff requesting Website project work or social media support	This created a vacant position on the Web Team who had three core services in the position's portfolio: Support of Metro's One Bus Way API (will be discontinued in August with the implementation of the Clever system); Social Media Support & Tools (Agorapulse, Hootsuite) will be discontinued; web application development. The discontinuation of these services will not majorly impact core continuity of operations for IT. Web project timelines will need to be adjusted by 6 to 12 months to accommodate the staffing level reduction. This change would result in a reduction in database support services and a redistribution of duties to other members of the Team, which may slow down other database administration work. It is not an ideal scenario to lose the Web Team position; however, work will be completed but in longer timeframes	1	$ 153,000.00

5% Minimum Target	**546,033**
Total Amount Identified	559,754

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
	a) Discontinue coverage of the Alcohol, License and Review Committee (ALRC) meeting - The Alcohol, License and Review Committee meeting is currently virtual and takes two full-time staff members to support. b) Discontinue coverage of the Common Council Executive Committee (CCEC) meeting – Staff must be in two hours earlier to support the CCEC and Common Council Meeting which is creating overtime. c) Discontinue coverage of the Transportation Commission (TC) meeting – The Transportation Commission meeting is currently virtual and takes two full-time staff members to support. d) Reduction coverage of the Finance Committee to in-person only and covered live by Media Team e) Discontinue supporting edited podcasts., such as, "Everyday Engineering"; we would only support automated podcasts, such as, "Common Council Meetings." f) Discontinue show productions, such as, District Reports or Senior Beat		The Media Team staffing model would be reduced by two positions due to the decrease in services. Currently there is one vacant position and one filled position. The proposed reductions to Media Team's portfolio of services are based on the following data indicators: · Core service identification (See attached IT Strategic Framework) · Viewership/use of service (See attached Media Data Indicators Report, Meeting and Event Viewership) · Meeting coverage accrues the most overtime for staff. Media Team staff are in comp group 16, with handbook rules that state they receive overtime daily over 7.75 hours and an extra pay differentia premium for working nights. Therefore, flexible scheduling is not an option for their work schedules. (See attached Media Data Indicators Report, Media Team Overtime) · Registrant participation/use of service (See attached Media Data Indicators Report, Registrant Participation)		
176 - DIGITAL INCLUSION AND EXPERIEN	g) Reduction Hybrid, Streamed, and Televised Event Coverage (Presentations, Press Conferences, Public Information Meetings, Etc.) h) Reduction in mobile multi-event coverage.i) Reduction in project requests (educational, documentaries, training videos, public service announcements and how-to-videos). j) Reduction in Special Event coverage, such as the Madison Police Department Awards Ceremony or Annual City-County Observance of Dr. Martin Luther King, Jr. Day. This reduction proposal is for position # 4319, Digital Media Speclialist (this position is 100% Digital Inclusion and Experience), and position #3868, Digital Media Specialist (This position is split between two services, Enterprise Business Solutions and Digital Inclusion and Experience,) that supports the above mentioned services.	City staff	· Digital inclusion impact: When reviewing data, the most viewed videos are not meetings or special-event coverage; instead, they are educational videos, or documentaries which are generally more relevant for a longer period and have variety of mediums for distribution. These types of videos have a broader community reach since they are often-times produced in multiple languages and have closed-captioning and are produced for more targeted audiences which lend themselves for better sharing and better engagement with community needs. The viewership data demonstrates that residents are seeking targeted information like "How to Fill and Replace Sandbags" (18,000 views) or "Xov Xwm Tseem Ceeb Txog Kab Mob Coronavirus (Important Message About Coronavirus)" (29,000 views) (See attached Media Data Indicators Report, on YouTube Video views)	2	$ 177,754.00

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Information Technology - Scenario 2

5% Minimum Target **546,033**
Total Amount Identified 470,877

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
174 - SECURITY AND COMPLIANCE	Expediting project completion to replace redundant software in 2024 instead of 2025.	All Email users	Staff will have to shift work assignments to expedite completing the project. Should be minimum impact.	0	$ 107,000.00
177 - BUSINESS SOLUTIONS	Expediting project completion to replace one-off software in 2024 instead of 2025 since there is only one department that uses KnowlegeLake.	Knowledgelake Users	Although it will not be an exact same user-experience, users will still be able to efficiently do their jobs.	0	$ 75,000.00
177 - BUSINESS SOLUTIONS	Reducing one position from an Information Technology Specialist 4 (18/12) to an Information Technology Specialist 2 (18/8) position: After evaluation of current vacant positions and the assigned duties to ensure alignment with current and future technology projects, we feel that work can be completed at an 18/8 level with minimal impact to core service delivery. This reduction proposal is for position # 842, an IT Specialist 2 position, using the funding from an employee that retired in an IT Specialist 4 position, position #4268.	All City GIS and Cityworks Users	May slow down some GIS and asset activities however it could create a more cohesive GIS and asset community in the City. We would like to develop a GIS Consortium to support the reduction of the GIS position from an 18/12 to 18/8 and ask other flagship GIS staff to assist in the support of the GIS system. We will continue to cover the costs and will ask the consortium to support each other. We feel with the investment of GIS and asset experts across the City, we can create a GIS and asset cooperative to support one another and take on some of the activities that the previous position oversaw. This will give agencies more autonomy in the use of these systems. IT will support the database administration, user administration and vendor relationships		$ 47,000.00

5% Minimum Target	**546,033**
Total Amount Identified	470,877

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
177 - BUSINESS SOLUTIONS	Reduction of one vacant position in the Web Team staffing model after evaluation of vacant positions and assigned duties to ensure alignment with current and future technology projects. The amount allocated to this reduction scenario is due to a long-term employee retirement. Due to a long-term employee retirement, we had the opportunity to evaluate the position description, the current and future IT project work needs and where we would need to re-assign talent. With that analysis, I am reassigning a team member from web development to application development to support the increase workload that will be forthcoming with several major systems migrating to the Cloud in the next few years. This reduction proposal is for position #3198, an IT Specialist 2 position, using the funding from a long-term employee that retired in an IT Specialist 4 position, position # 841.	City Staff requesting Website project work or social media support	This created a vacant position on the Web Team who had three core services in the position's portfolio: Support of Metro's One Bus Way API (will be discontinued in August with the implementation of the Clever system); Social Media Support & Tools (Agorapulse, Hootsuite) will be discontinued; web application development. The discontinuation of these services will not majorly impact core continuity of operations for IT. Web project timelines will need to be adjusted by 6 to 12 months to accommodate the staffing level reduction. This change would result in a reduction in database support services and a redistribution of duties to other members of the Team, which may slow down other database administration work. It is not an ideal scenario to lose the Web Team position; however, work will be completed but in longer timeframes	1	$ 153,000.00
176 - DIGITAL INCLUSION AND EXPERIEN	a) Discontinue coverage of the Alcohol, License and Review Committee (ALRC) meeting b) Discontinue coverage of the Transportation Commission (TC) meeting c) Reduction coverage of the Finance Committee to in-person only and covered live by the Media Team d) Discontinue supporting edited podcasts., such as, "Everyday Engineering"; we would only support automated podcasts, such as, "Common Council Meetings" e) Discontinue show productions, such as, District Reports or Senior Beat f) Reduction in Special Event coverage, such as the Madison Police Department Awards Ceremony or Annual City-County Observance of Dr. Martin Luther King, Jr. Day. This reduction proposal is for position # 4319, Digital Media Speclialist that supports the above mentioned services.	City staff	The Media Team staffing model would be reduced by one position due to the decrease in services. Currently there is one vacant position and one filled position. The proposed reductions to Media Team's portfolio of services are based on the same indicators as the Media Team reduction outlined in scenario 1.	1	$ 88,877.00

Landfill

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Other Restricted	869,671	961,152	1,079,992	1,014,434	1,025,735	1,211,164
Total	**$ 869,671**	**$ 961,152**	**$ 1,079,992**	**$ 1,014,434**	**$ 1,025,735**	**$ 1,211,164**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Landfill Management Maintenanc	869,671	961,152	1,079,992	1,014,434	1,025,735	1,211,164
Total	**$ 869,671**	**$ 961,152**	**$ 1,079,992**	**$ 1,014,434**	**$ 1,025,735**	**$ 1,211,164**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(661,820)	(650,000)	(680,891)	(660,000)	(660,000)	(660,000)
Fine Forfeiture Asmt	(2,152)	(3,000)	(3,110)	(3,000)	(3,000)	(3,000)
Invest Other Contrib	(71,373)	(12,400)	(194,754)	(102,000)	(102,000)	(182,000)
Misc Revenue	(1)	-	-	-	-	-
Other Finance Source	(134,326)	(295,752)	(200,092)	(249,434)	(260,735)	(366,164)
Transfer In	-	-	(1,145)	-	-	-
Total	**$ (869,671)**	**$ (961,152)**	**$ (1,079,992)**	**$ (1,014,434)**	**$ (1,025,735)**	**$ (1,211,164)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	321,189	340,990	351,429	365,976	374,722	374,752
Benefits	98,824	105,814	125,478	127,704	128,277	128,293
Supplies	54,496	88,500	43,498	49,000	49,000	46,550
Purchased Services	337,271	305,245	370,293	332,891	332,891	319,579
Inter Depart Charges	149,719	128,903	263,753	142,163	144,144	338,489
Inter Depart Billing	(93,046)	(109,300)	(82,208)	(109,300)	(109,300)	(106,500)
Transfer Out	1,219	101,000	7,750	106,000	106,000	110,000
Total	**$ 869,671**	**$ 961,152**	**$ 1,079,992**	**$ 1,014,434**	**$ 1,025,735**	**$ 1,211,164**

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 19, 2024
SUBJECT: 2025 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. Staff also perform maintenance work as needed to ensure all elements of the closed landfill are functioning properly.

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 2024 nor any significant changes planned to services. It's worth noting that the landfill special charge was reduced by over 25% in 2021, and the rate has remained unchanged since then.

Reallocations and Other Changes (if applicable)

Engineering has a proposed position reclassification within our Landfill operating budget. The incumbent in the position is a registered Professional Engineer and has assumed more responsibility and autonomy with managing the City's closed landfills, as well as supervising staff performing this work.

- Recreate Engineer 3 (18/10) as an Engineer 4 (18/12)

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Landfill
Enter your Service:	Landfill Management Maintenanc

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No changes needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No changes needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1250 - OTHER RESTRICTED	54 - PURCHASED SERVICES	$11,810	Increase to Natural Gas and Electric to reflect 2024 actual experience, including the addition of generators at two landfills
1250 - OTHER RESTRICTED	57 - INTER DEPART CHARGES	$195,000	Increase in Inter-D Charges from Water Utility reflective of the updated MOU between the two City agencies
1250 - OTHER RESTRICTED	46 - INVEST OTHER CONTRIB	$80,000	Increase to Interest Revenue reflective of current experience
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impacts

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

Recreate PCN Engineer 3 (18/10) to Engineer 4 (18/12) for our Landfill team and fill via internal promotion. We have a licensed PE managing our closed landfills that has assumed increased independence in this role. This position includes supervising 2 landfill technicians.

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Proposed personnel change is intended to properly classify position based on level of 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?

No impact on our Equity Action Plan.

Library

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Library	18,903,787	19,770,825	19,862,912	20,748,477	21,773,982	21,773,982
Permanent	16,178	9,000	8,890	9,000	9,000	9,000
Total	**$ 18,919,965**	**$ 19,779,825**	**$ 19,871,801**	**$ 20,757,477**	**$ 21,782,982**	**$ 21,782,982**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Admin & Marketing						4,854,224
Borrower Services						5,523,817
Digital Access	***Service history not shown due to Results Madison service restructure. Services***					607,428
Information Connection	***listed here will take effect January 1, 2025.***					3,739,169
Programming and Partne						2,353,687
Resources and Materials						2,089,391
Spaces						2,615,264
Total	**$ 18,919,965**	**$ 19,779,825**	**$ 19,871,801**	**$ 20,757,477**	**$ 21,782,982**	**$ 21,782,982**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(1,348,996)	(1,331,460)	(1,353,980)	(1,389,148)	(1,307,209)	(1,316,945)
Charges For Services	(781,800)	(743,939)	(784,766)	(758,439)	(758,439)	(772,439)
Fine Forfeiture Asmt	(38,528)	(30,000)	(42,417)	(38,700)	(38,700)	(40,000)
Invest Other Contrib	(922,044)	(349,380)	(617,341)	(558,800)	(558,800)	(445,334)
Misc Revenue	(167)	(250)	(139)	(100)	(100)	-
Other Finance Source	-	(70,000)	-	(70,000)	-	-
Transfer In	(16,000)	(29,034)	(260,698)	(65,048)	(65,048)	(15,000)
Total	**$ (3,107,534)**	**$ (2,554,063)**	**$ (3,059,341)**	**$ (2,880,235)**	**$ (2,728,296)**	**$ (2,589,718)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	10,583,852	11,232,332	11,077,088	11,927,873	12,448,371	12,376,815
Benefits	3,365,802	3,264,628	3,294,292	3,531,192	3,447,252	3,447,252
Supplies	1,084,507	884,103	1,237,409	1,054,372	1,075,612	1,062,811
Purchased Services	3,816,120	4,141,175	4,311,302	4,422,961	4,823,929	4,769,708
Debt Othr Financing	222,730	-	207,444	-	-	-
Inter Depart Charges	134,069	135,636	127,593	152,986	167,786	167,786
Transfer Out	2,820,419	2,676,014	2,676,014	2,548,327	2,548,327	2,548,327
Total	**$ 22,027,499**	**$ 22,333,888**	**$ 22,931,142**	**$ 23,637,712**	**$ 24,511,278**	**$ 24,372,700**

MADISON PUBLIC LIBRARY

201 W. Mifflin St.
Madison, WI 53703

608.266.6300 ph
608.266.4338 fax

TO: Mayor Satya Rhodes-Conway
FROM: Tana Elias, Library Director
DATE: July 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff, Library Board

Goals of Operating Budget

After a strategic planning process in 2023, our library updated its mission, vision, and strategic priorities. Priorities included sharing **engaging and accessible core services** (collections, programs, information connection & referral, and digital resources), providing welcoming, safe, environmentally friendly and community responsive **spaces**, a focus on **community partnerships** which inform the work we do and connect our visitors to needed services, and investing in our people through **staff development**. Our 2025 goals will continue to build in the programs and services identified through our strategic priorities. Additional goals in 2025 will be established through the organizational assessment process we are undertaking in 2024, and through ongoing review and assessment.

In 2024, we created the chart of accounts to be used in the 2025 budget process, which realigns our budget services to the seven service areas reflected in our Results Madison data in order to better reflect the work we do and monitor work goals and funding changes in those areas. We are also implementing work plans for each service as well as the overall organization.

As of the time of this memo, we are in the second phase of our organizational assessment, which has identified the library's org chart and programming model as areas of focus for the rest of the year. Through this work we intend to streamline decision-making throughout our organization, improve accountability, and better define our programming work and goals. We'll continue to use this assessment to work toward developing a sustainable operational model that can contract and expand depending on budget and demand.

Additional goals for 2025 include the development of a Technology Plan and IT service metrics for our entire system, working in conjunction with City Information Technology and South Central Library System; a complete Facilities Plan that will contain preventive maintenance work schedules, replacement schedules, and future building needs in conjunction with the City's long-range facilities planning group, and continuing to explore the possibility and timeline of the proposed Imagination Center at Reindahl Park.

Our work focusing on all staff self-care, improved work environment, and staff support will continue through 2025, with a focus on helping staff through major leadership transitions in 2024, recovering from months of budget uncertainty, an increase in wellness-related work absences, and increasing needs of many of our

MADISON PUBLIC LIBRARY

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patrons. We will continue to support our BIPOC, Pride, and Caregiver affinity groups and make connections with Citywide affinity groups.

We will maintain our partnerships and collaboration with community agencies and other City Departments, and the creation of a programming model and metrics will help us better evaluate our effectiveness in these areas. Quantitative and qualitative measurements are being developed for programs so we can make better decisions about what programs are most effective and we can gain better data on who they're serving. One example of this is a program survey pilot we've undertaken to see if our programs are meeting patron expectations and program goals; another is a review of our customer question data to create service umbrellas to ensure that our staff training matches the types of questions staff are fielding from the public. In addition, operationalizing of the Dream Bus in the 2025 budget after five years of Foundation funding will allow us to continue to connect with areas identified by NRTs and provide library services to those populations. Ongoing partnerships with city agencies such as Metro, City Clerk, and Public Health allow us to connect library patrons to other city services.

All the objectives reflecting these goals will be part of the 2025 Work Plan with metrics outlined in the deliverables of the plan. We've also implemented the use of data dashboards to track and communicate our key service metrics.

99% Budget

Like 2024, we anticipate meeting our 99% cost to continue goal through leaving some positions vacant longer, contributions from salary savings, and using privately-raised funds and corporate/community grants from our Foundation and Friends to fill gaps created by underfunding areas such as program services & supplies.

The library has a continuous improvement culture where staff are constantly working on process improvement projects, working with South Central Library System to control costs, and examining our spaces to maximize efficiency and cut costs.

Examples of current efficiencies and improvement efforts include:

Volunteers - Our library uses over 7,000 volunteer hours per year to maintain library operations, with an approximate savings of $125,000 if staff time were used instead.

Program Review - We've undertaken a program survey pilot to determine if our programs are meeting patron expectations and program goals and will use data to improve the program experience and evaluate who attends programs and why.

Staff Training – A staff group is reviewing our customer question data to create service umbrellas to ensure that our staff training matches the types of questions

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staff are fielding from the public, improving both the patron and the staff onboarding experiences.

Lower Priority Service Activity Identification

Our services are deeply intertwined with our nine service locations in a way that makes it hard to reduce one service without affecting the others. We are also required by state statute to provide certain services to our community. We have proposed a series of reductions in priority order to meet our reduction target of $1,088,699 by identifying a mix of service hours and programming reductions at similar levels. Those reductions are:

Elimination of Sunday hours at three libraries: $120,693

This is our first proposed reduction as Sunday service days are half days and require no staff layoffs. Sundays are staffed by volunteers or assignment and are "extra" hours per association agreements. In 2023, we served 20,500 Sunday visitors (1.6% of total annual visitors) at three libraries – Central, Lakeview, and Goodman South Madison. This will have equity impacts for the Central Library in that it is our busiest Sunday library and often serves as a warm/cool safe space for the downtown unhoused community. Another impact is that elimination of Sunday hours will greatly reduce access to free Wi-Fi and computing services on Sundays throughout the City.

Programming reductions of 15-18% $323,793

This is our second proposed reduction, with an impact on roughly the same number of visitors, but includes layoffs for more cost savings. Elimination of 3-3.5 FTE program and partnership staff across our youth services, community engagement, and Bubbler programs will result in 15% fewer programs in our libraries, and impact approximately 16,000 visitors based on 2023 attendance numbers. In this scenario, we would be able to offer fewer free educational opportunities such as family storytimes; teen engagement programs; senior connection programs such as book groups, wellness checks, and knitting clubs; art and cultural experiences; and fewer job- and computer-training sessions. If implemented, we will seek to make reductions through any existing vacancies, which may result in deeper impacts to one type of programming over another. This also includes a reduction in our program services & supplies budget by at least 17%. The library board has directed us to prioritize reductions to program services & supplies over staff layoffs, with the recognition that some services & supplies will need to be retained.

Elimination of evening hours at seven libraries: $644, 205

This third proposed reduction will have the deepest citywide impact. The elimination of evening hours would cut a total of 97 open hours *each week* reflecting service reductions of 10-20 hours per week at each of seven libraries (Alicia Ashman and Monroe Street libraries would not be impacted, as their evening hours were reduced in 2021 due to budget cuts). This would have a deep impact on library

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service to customers across the city and those in all socioeconomic brackets. By reducing open hours, we're reducing access to computers, staff assistance, collections, technology and programming. This is predicted to reduce visits by approximately 205,000 visits annually (based on 16% reduction of visits in 2023) and would result in the loss of 22.6 positions (12.2 FTE). Evening hours were chosen because we see less evening visits by patrons on average and those hours are also more lightly staffed in the evenings. However, we have been directed by the library board to explore a mix of hours that – if this reduction is necessary - would include some evening hours so as to have more availability for patrons who work or attend school during the day.

It should be noted that libraries are required by Wisconsin statute to provide services at no cost to the public. We eliminated overdue fines in 2020 because they were more impactful in communities with higher poverty rates, but that also eliminated our last significant source of revenue outside of SCLS contracts. We do receive a small amount of revenue through private room rentals at the Central Library. Reduced service hours would limit our ability to rent library spaces and increase the amount we would need to pay to other Dane County libraries for serving Madison residents. Past service reductions in 2021 contributed to a roughly $350,000 increase in payments to other libraries in 2025.

Reallocations and Other Changes

The most significant change in our 2025 budget request is the realignment of budget services with Results Madison service areas. Some areas (Spaces, Admin & Marketing, Resources & Materials) remained the same though may have slightly different names, but others such as Public Services now more accurately reflect the work done by staff and the services patrons use. We believe this will allow us to better reflect what we spend on each service and ties costs to Results Madison benchmarks showing resident impacts for each service.

One other significant reallocation from the Cost to Continue budget is the elimination of a vacant Library Business Operations Manager position, with the funding being split between operationalizing two days of library service at Monroe Street Library ($57,837) and the Dream Bus ($71,556). At Monroe Street Library, two service days were reduced in 2021, but funded in 2021-2024 through authorization to use fund balance to cover costs if needed. The Dream Bus has relied on private funding for five years – that funding is running out. This is a net neutral reallocation that helps us continue our equity work by serving NRT neighborhoods with transportation barriers to library access.

You'll also see an overall decrease of $113,446 in donations and contributions. In the past few years Library has been very conservative with anticipated donations and contributions, and has exceeded the adopted budget by mid-year.

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Other reallocations include adjustment for the completion of grant-funded projects in Admin & Marketing and Spaces services.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Admin & Marketing

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting the library's nine locations. The goal of this service is to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Budget and Fiscal Management: Prepare and monitor the capital and operating budgets for the Library; prepare financial reports for the Library Board, management staff, and the MPL Foundation; process billing, receipts, and payroll; and review and maintain Library projects.
- System-wide and Neighborhood Library Management: Oversee system-wide services; participate in City programs and committees; oversee Library policies and procedures; oversee personnel, including hiring, training, and performance management; and represent Madison in the South Central Library System and Statewide projects and services.
- Marketing and Web Services: Prepare print and online marketing of Library services, programs, and events; maintain Library public and internal websites and social media outlets; and perform in-house printing for advertising and marketing purposes.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-13,200.00	Increasing donations based on historical data.
1200 - LIBRARY	49 - TRANSFER IN	56,348.00	Previous budget was for the IMLS grant funds, grant completed in 2024.
1200 - LIBRARY	51 - SALARIES	-70,777.86	Reduced for elimination of Library Business Operations Manager position, which will be used to operationalize the extra days at Monroe Street Library and Dream Bus operations.
1200 - LIBRARY	53 - SUPPLIES	-10,901.00	Adjusted supplies amount due to Results Madison service adjustments.
1200 - LIBRARY	54 - PURCHASED SERVICES	-25,081.40	Adjusted purchased services amount due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

Library Business Operations Manager position 476 is being eliminated and funds used to operationalize Monroe Street Library extra days previously funded through the Library's fund balance and Dream Bus operations.

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 2025 budget?

The work of the Business Operations Manager is currently being redistributed amongst other staff members as we complete an organizational assessment that reviews our organizational chart. Library believes the use of the funds to operationalize Monroe Street Library services and Dream Bus operations is the most impactful use of this funding for the community.

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?

Providing more direct service, specifically with the Dream Bus (which supports neighborhoods identified by the NRTs), is in line with Library's equity goals.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Borrower Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service includes all activities associated with the circulation of library materials.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Circulation: Check materials in and out, fill holds, shelve, and manage problem items.
- Account Management: Help customers with library cards and any library card account-related issues. Assess and collect fees for lost or damaged items and other library service fees.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	42 - INTERGOV REVENUES	-1,277,095.09	Dane County contract, Adjacent County contracts and Southwest Wisconsin Library Service contract revenues are now reported in Borrower Services, moved from Collection Resource and Access.
1200 - LIBRARY	43 - CHARGES FOR SERVICES	190,148.00	South Central Library System statutory resource services revenue moved from Public Services (old service) to Information Connection and Referral.
1200 - LIBRARY	45 - FINE FORFEITURE ASMT	-40,000.00	Library Lost and Damage charges are now reported in Borrower Services, moved from Collection Resource and Access.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	42,814.00	Reducing anticipated donations for Borrower Services, previously reported in Public Services.
1200 - LIBRARY	51 - SALARIES	70,000.00	This amount represented Library's draw from Fund Balance for Monroe Street additional hours, now being operationalized.
1200 - LIBRARY	53 - SUPPLIES	-87,061.18	Adjusted supplies amount due to Results Madison service adjustments.
1200 - LIBRARY	54 - PURCHASED SERVICES	2,513,130.72	Dane County contract amount of $2,295,126 now reported in Borrower Services, moved from Collection Resource and Access. Dream Bus operations of $71,555.72 being operationalized in Borrower Services.

			Additional changes due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services. The Dream Bus funding is being operationalized in the 2025 budget, as this has been previously paid for by the Madison Public Library Foundation for the last five years with the expectation that it would become a regular part of the Library budget.

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Dream Bus specifically provides service to NRT neighborhoods.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget? No personnel changes.
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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Digital Access

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service includes all aspects of library technology, including hardware and software that is used by both staff and the public. The goal of this service is to provide access to Wi-Fi and devices to residents in need and to support the daily work and operations of library facilities and staff.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Maintenance of library computers, both public and staff
- Maintenance of public Wi-Fi
- Public printing, faxing, and copying
- Library Technology Infrastructure: Maintain and replace library technology infrastructure and systems
- Management and maintenance of AV equipment
- Management and maintenance of other devices used for providing service to 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	42 - INTERGOV REVENUES	-15,000.00	eRate rebate now being reported in Digital Services, moved from Public Services.
1200 - LIBRARY	43 - CHARGES FOR SERVICES	-60,000.00	Public print and copy services now being reported in Digital Services, moved from Public Services.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-30,000.00	Anticipated donations for Library's new service, based on historical donations for digital-related purchases.
1200 - LIBRARY	53 - SUPPLIES	93,375.00	Adjusted supplies amount due to Results Madison service adjustments.
1200 - LIBRARY	54 - PURCHASED SERVICES	293,152.00	Adjusted purchased services amount due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services. Digital Services is a new service.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Information Connection And Ref

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

As the statutory resource library for the system, this service is responsible for all activities associated with providing connection to information and resources for the residents of Madison, Dane County and the South Central Library System. Staff at nine library locations integrate information concepts into the full range of library services, including instruction, basic needs support, technology, literacy and research support, community programs and one-on-one reference interactions. Staff develop and maintain partnerships beyond the library profession to strengthen and assess services to users.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Connect users to resources state and nation-wide through Outer-Library Loan Service.
- Connect homebound individuals and assisted living and care facilities to materials and information through Home Service Program.
- Promote intellectual freedom.
- Partner with service providers in the information seeking process.
- Provide support for housing, food assistance, and employment.
- Provide support for literacy competencies; digital, informational and in reading.
- Provide business and entrepreneur support.
- Provide Readers Advisory to connect user of all ages with materials for educational and recreational needs.

- Provide reference consultations in which library staff recommend, interpret, evaluate, and/or use information resources to help users meet particular information needs.
- Maintain awareness community organizations and governmental agencies to provide meaningful referrals to users seeking additional assistance.
- Assess and respond to diversity in user needs, user communities, and user preferences.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	43 - CHARGES FOR SERVICES	-190,148.00	South Central Library System statutory resource services revenue moved from Public Services (old service) to Information Connection and Referral.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-21,000.00	Anticipated donations for Library's new service, based on historical donations for information connection and referral purchases.
1200 - LIBRARY	53 - SUPPLIES	58,045.00	Adjusted supplies amount due to Results Madison service adjustments.
1200 - LIBRARY	54 - PURCHASED SERVICES	42,301.70	Adjusted purchased services amount due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services. Information Connection and Referral is a new service.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Programming and Partnerships

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for providing programs for all ages both within and outside of library facilities and for developing partnerships with community organizations, other branches of government, private businesses, and individuals. The goal of the service is to foster a diverse patron and partner base and develop programs and services that are based directly on residents' needs and wants.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Programming: Develop, plan, implement and assess library programs for all ages.
- Partnership Development: Develop, manage, and nurture partnerships with local artists, entrepreneurs, experts, organizations, and others to provide services, resources, and/or programs to fit community needs.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	99,862.00	Adjusted based on historical donation totals received for programming.
1200 - LIBRARY	54 - PURCHASED SERVICES	-88,771.48	Adjusted based on historical donation totals received for programming.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Resources and Materials

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the selection, acquisition, evaluation, cataloging, and processing of all materials in all formats in the physical library collection. This service also provides access to, selection of, and maintenance of digital library resources. The Madison Public Library is the resource library and largest member of the South Central Library System (SCLS). SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Activities:

- Collection Selection: Select materials using data from a variety of sources following criteria outlined in the Collection Development Policy, SCLS Member Purchasing Responsibilities, and within parameters and specified budgets for acquiring collection items
- Collection Ordering: Prepare and maintain bibliographic data for local acquisitions system, GetIt, and place orders with vendors.
- Collection Cataloging: Provide access to the collection through cataloging and classification according to national and local standards.
- Collection Processing: Perform online receipt, linking and invoicing of collection items and prepare the items for lending by applying jackets, cases, labels, etc.
- Collection Evaluation: Provide oversight for collection performance, weeding and deaccessioning of items.

- Access and Use: Develop and oversee types of access provided to different library materials and digital resources and evaluate use.
- Policy Review and Revision - oversee Collection Development Policy and work associated with defending the library collection.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	42 - INTERGOV REVENUES	1,288,109.00	Dane County contract, Adjacent County contracts and Southwest Wisconsin Library Service contract revenues are now reported in Borrower Services, removed from Collection Resource and Access.

1200 - LIBRARY	43 - CHARGES FOR SERVICES	43,000.00	Reproduction Services moved from Public Services (old service) to Digital Access.
1200 - LIBRARY	45 - FINE FORFEITURE ASMT	38,700.00	Library Lost and Damage charges are now reported in Borrower Services, removed from Collection Resource and Access.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-15,000.00	Increasing donations based on historical data.
1200 - LIBRARY	51 - SALARIES	-70,777.86	Reduced for elimination of Library Business Operations Manager position, which will be used to operationalize the extra days at Monroe Street Branch and Dream Bus operations.
1200 - LIBRARY	53 - SUPPLIES	-11,627.00	Adjusted based on Results Madison services.
1200 - LIBRARY	54 - PURCHASED SERVICES	-2,751,971.20	Dane County contract amount of $2,295,126 now reported in Borrower Services, moved from Collection Resource and Access. Additional changes due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

Library Business Operations Manager position 476 is being eliminated and funds used to operationalize Monroe Street Branch extra days previously funded through Library's fund balance and Dream Bus operations.

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 2025 budget?

The work of the Business Operations Manager is currently being redistributed amongst other staff members as we complete an organizational assessment that reviews our organizational chart. Library believes the use of the funds to operationalize Monroe Street Library services and Dream Bus operations is the most impactful use of this funding for the community.

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?

Providing more direct service, specifically with the Dream Bus (which supports neighborhoods identified by the NRTs), is in line with Library's equity goals.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Library
Enter your Service:	Spaces

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
This service is responsible for all activities and services associated with the operation of Madison Public Library's nine public library facilities and the Library Maintenance Support Center. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
Activities:

- Building Maintenance: Perform repairs, respond to user requests, coordinate preventative maintenance, and coordinate vendor assistance.
- Custodial Tasks: Clean Central Library, maintain janitorial supplies, and respond to custodial emergencies at Central and neighborhood libraries.
- Building Projects: Schedule, coordinate, and complete major building projects such as renovations, refurbishments, and new construction.
- Planning: Plan and design new facilities and engage the public and staff on future library facility needs.
- Central Library Events Management and Planning: Manage paid and unpaid events at Central Library.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	50,000.00	Previous year's budget represented the Rosen-Weston donation funds for Lakeview, fully used in 2024.
1200 - LIBRARY	53 - SUPPLIES	-46,899.00	Previous year's budget represented the Rosen-Weston donation funds for Lakeview, fully used in 2024.
1200 - LIBRARY	54 - PURCHASED SERVICES	-36,981.14	Previous year's budget represented the Rosen-Weston donation funds for Lakeview, fully used in 2024. Additional changes due to Results Madison service adjustments.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Library is adjusting amounts across all services because of implementing additional Results Madison services.

Explain how your proposed change(s) will align with your draft 2024-2025 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 in line with the City's Results Madison project goals.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Library

5% Minimum Target	**1,088,699**
Total Amount Identified	1,088,699

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
501 - BORROWER SERVICES	ELIMINATE SUNDAY HOURS	All Madison residents -- specifically people who may work long hours during the week, work non-traditional schedules, may lack access to community resources only open on a Monday-Friday schedules, families looking for free educational activities on the weekend.	Sunday hours make the library accessible for a range of users. Sunday visits currently account for only 1.6% of the overall visits and operating hours of the Library, but per hour are one of the busiest days of the week for the Central Library (they are the slowest days of the week for Goodman South and Lakeview Libraries). A reduction of Sunday hours makes access more challenging for some residents, especially for those who are experiencing homelessness and need services at the Central Library.	0.00	$ 26,984
507 - INFORMATION CONNECTION AND REF	ELIMINATE SUNDAY HOURS	SEE ABOVE	SEE ABOVE	0.00	$ 93,709

5% Minimum Target	**1,088,699**
Total Amount Identified	1,088,699

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
502 - PROGRAMMING & PARTNERSHIPS	PROGRAM REDUCTIONS	All Madison residents -- specifically seniors and families with young children.	This accounts for a 15.5% reduction in overall program spending (which includes both staff time, services, and supplies). The Library Board has directed cuts to come first from contracted services and supplies ($170,975 total between these two categories) and then to cut programming positions (which, depending on reductions in services supplies would range from 1-3.5 FTE). We would anticipate seeing an even greater reduction in programming if all services and supplies are cut, as staff time will be needed to work with the Foundation to both write and report on grants that would provided necessary program funding. We anticipate this reduction to impact at least 13,700 people.	1-3.5	$ 323,801

5% Minimum Target	**1,088,699**
Total Amount Identified	1,088,699

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
501 - BORROWER SERVICES	ELIMINATE EVENING HOURS	All Madison residents -- specifically those who work traditional hours and may not be able to visit the Library during the work day.	By eliminating all evening hours or moving to a one shift model in which each library is open 8 hours per day, the library would be reducing it's total operating hours by 16%. We would anticipate this could potentially impact 205,000 visits each year. Not only does this create barriers for an incredibly large number of residents, it could also continue to negatively impact the library budget by encouraging current Madison Public Library users to go to other Dane County libraries during the hours MPL locations are closed, which MPL is then charged for by those other Dane County libraries.	7.30	$ 320,203
505 - SPACES	ELIMINATE EVENING HOURS	SEE ABOVE	SEE ABOVE	1.10	$ 19,447
507 - INFORMATION CONNECTION AND REF	ELIMINATE EVENING HOURS	SEE ABOVE	SEE ABOVE	3.80	$ 304,556

Mayor

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	1,162,542	1,259,001	1,332,317	1,539,364	1,476,869	1,476,869
Other Grants	-	-	268,240	-	-	-
Total	**$ 1,162,542**	**$ 1,259,001**	**$ 1,600,557**	**$ 1,539,364**	**$ 1,476,869**	**$ 1,476,869**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Mayor	1,001,592	1,088,519	1,187,446	1,253,933	1,275,975	1,275,975
Sustainability	160,950	170,481	413,111	285,431	200,894	200,894
Total	**$ 1,162,542**	**$ 1,259,001**	**$ 1,600,557**	**$ 1,539,364**	**$ 1,476,869**	**$ 1,476,869**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	1,172,643	1,204,858	1,302,028	1,501,483	1,473,856	1,473,856
Benefits	294,872	313,796	313,299	355,931	369,719	369,719
Supplies	6,423	8,818	5,920	8,818	8,818	8,818
Purchased Services	56,847	75,892	55,434	74,502	74,502	74,502
Inter Depart Charges	2,956	30,038	30,038	3,163	3,913	3,913
Inter Depart Billing	(371,198)	(374,402)	(374,402)	(404,533)	(453,939)	(453,939)
Transfer Out	-	-	268,240	-	-	-
Total	**$ 1,162,542**	**$ 1,259,001**	**$ 1,600,557**	**$ 1,539,364**	**$ 1,476,869**	**$ 1,476,869**

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Mayor
Enter your Service:	Mayor

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides overall administrative and policy guidance for City officers and agencies. The service submits an annual Executive Budget to the Common Council, encourages citizen participation in City government, monitors State and national issues that affect the welfare of City residents, and provides public information for various organizations and individuals.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• Administration: Specific functions of this service include: (1) direct City officers in the performance of their duties and responsibilities, (2) supervise the development and implementation of operational goals, (3) appoint and evaluate agency heads as provided by ordinance, (4) review agency plans, policies and procedures for soundness and proper coordination, and (5) provide direct guidance to agencies on significant policy or organizational decisions.

• Inter-Agency Staff Teams: Direct inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency.

• Budget Development: Submit an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies.

• Resident Participation: Specific functions include: (1) encouraging resident participation in City government by making resident appointments to City committees, (2) training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements, (3) maintaining a database of resident candidates interested in appointment to City committees, and (4) responding to concerns and initiatives presented by residents and assisting them in their relations with City agencies.

• State and Federal Monitoring: Monitor state and national issues that affect the welfare of City residents including representing the City's interests in the state budget process, legislation, and administration, acting as liaison with the City's state legislative delegation, and maintaining contact with state and federal legislators and administrators.

• Public Information: Provide public information through the preparation and distribution of press releases, position papers and correspondence, scheduling and conducting press conferences and interviews, representing the City at civic meetings and official functions and responding to inquiries from the press, organizations, and individuals.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Mayor
Enter your Service:	Sustainability

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is for implementation of the City of Madison's sustainability and climate resilience projects. This program's goals include: (1) reaching the City's goal of 100% renewable energy and net zero carbon emissions for City operations by 2030 and communitywide by 2050; (2) improving the City's resilience to the direct and indirect impacts of climate change; (3) and reducing the City's overall environmental impact, all while centering equity and environmental justice. Projects funded in this program are included in the City's Comprehensive Plan, Sustainability Plan, recommendations of the 100% Renewable Madison Report, and the Climate Forward agenda.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

• Sustainability Policy and Program Development and Implementation: Plan and direct the programs, services, and staff to implement City sustainability, climate, and resilience goals. Oversee implementation of the Sustainability Plan and the 100% Renewable Energy Plan.
• Outreach, Engagement, and Citywide Programs: Coordinate with City staff and community partners to develop sustainability initiatives.
• Sustainable Madison Committee Administration: Provide staff support, including meeting minutes and agendas, for this Committee.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Mayor

5% Minimum Target	**73,843**
Total Amount Identified	153,704

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount ($)
191 - MAYOR	This service provides overall a	Department heads, residents	This change moves one Deputy Mayor position from full- to half-time, which will reduce the department's capacity to provide overall administrative and policy guidance to City officers and agencies, to encourage and respond to citizen participation in City government, and to provide public information for various organizations and individuals.	0.50	$ 79,365

5% Minimum Target	**73,843**
Total Amount Identified	153,704

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount ($)
193 - SUSTAINABILITY	This service is for implementa	City staff and departments, city residents	This service cut moves parts of two sustainability positions out of the operating budget. This will result both in spending down grant money more quickly and/or reducing ability to expend money directly on other grant activities, as well as reducing the sustainability program's ability to engage in important non-grant funded activities that promote overall city sustainability efforts.	0.75	$ 74,339

Metro Transit

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Metro Transit	57,618,835	68,023,312	68,682,277	72,118,811	77,425,165	77,425,165
Total	**$ 57,618,835**	**$ 68,023,312**	**$ 68,682,277**	**$ 72,118,811**	**$ 77,425,165**	**$ 77,425,165**

Agency Budget by Service*

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Fixed Route	***Service history not shown due to Results Madison service restructure. Services***					71,411,516
Paratransit	***listed here will take effect January 1, 2025.***					6,013,648
Total	**$ 57,618,835**	**$ 68,023,312**	**$ 68,682,277**	**$ 72,118,811**	**$ 77,425,165**	**$ 77,425,165**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General Revenues	(6,868,624)	(6,833,578)	(7,093,366)	(6,833,578)	(6,970,250)	(6,970,250)
Intergov Revenues	(30,424,360)	(47,823,314)	(48,051,749)	(37,687,796)	(39,354,552)	(39,354,552)
Charges For Services	(10,256,328)	(10,716,334)	(10,774,364)	(11,231,642)	(12,508,125)	(12,508,125)
Misc Revenue	(114,203)	(640,422)	(165,542)	(640,422)	(150,000)	(150,000)
Other Finance Source	(828,757)	-	(83,366)	(373)	-	-
Transfer In	(9,126,564)	(2,009,664)	(2,513,890)	(15,725,000)	(18,442,237)	(18,442,237)
Total	**$ (57,618,835)**	**$ (68,023,312)**	**$ (68,682,277)**	**$ (72,118,811)**	**$ (77,425,165)**	**$ (77,425,165)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	30,830,017	34,334,325	35,058,941	35,606,781	39,485,951	39,485,951
Benefits	12,319,797	13,161,362	13,492,783	14,503,052	15,081,449	15,081,449
Supplies	4,526,616	5,864,000	5,831,046	5,789,000	5,789,000	5,289,000
Purchased Services	6,583,846	7,810,000	8,424,516	8,846,294	9,569,794	10,069,794
Debt Othr Financing	738,651	359,910	2,533,842	359,910	359,910	359,910
Inter Depart Charges	2,347,019	2,668,190	2,615,288	3,222,969	3,348,254	3,348,254
Transfer Out	272,890	3,825,525	725,860	3,790,806	3,790,806	3,790,806
Total	**$ 57,618,835**	**$ 68,023,312**	**$ 68,682,277**	**$ 72,118,811**	**$ 77,425,165**	**$ 77,425,165**

*Bus Rapid Transit (BRT) is being added as a service under Metro Transit's Results Madison service restructure. The agency is awaiting Federal guidance on classifying BRT related costs and plans to allocate budget using a similar approach. Federal guidance is not expected until early 2025. As such, the agency has not allocated costs to the new service in its 2025 request. The agency expects to be able to allocate budget to the service in the 2026 budget or possibly through the 2025 mid-year resolution.

TO: Mayor Satya Rhodes-Conway
FROM: Justin Stuehrenberg, Metro General Manager
DATE: July 17, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Mayor Rhodes-Conway and Mr. Schmiedicke,

I'm pleased to present Metro's proposed 2025 operating budget. Metro's 2025 operating budget proposal will be the first in many years where the focus is not on transition and change, but instead on stability and operational excellence.

Goals of Agency's Operating Budget

With most of our major projects completing in 2024, we will be focusing on refining our new service offerings, new facilities, and new technology towards a continuous improvement of our quality and efficiency. Given this, we are not proposing any changes in personnel or expenses, other than those operationalizing a full year of our new bus fleet and facility.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The following list, in priority order, are suggestions for how to meet or exceed the general fund subsidy targets. Note that routes with high ridership are not included here. Because Metro derives a share of its revenues from passenger fares, cutting services also means a loss of revenue. However, that revenue varies by route – with some routes covering nearly half of their cost from fares, while others cover less than 5%. Cuts to our heaviest ridership routes (primarily those serving the UW campus) would be counterproductive in that they would both reduce substantial fare revenue and overload other routes in the area that are already running at capacity. All of these costs also include associated reductions in paratransit service.

1. **Late Night Service Reduction:**
   Currently, Metro operates most routes until roughly midnight. Late night service doesn't have high ridership, but it enables Metro to be a transportation option for people accessing entertainment and for workers in the service industry. A reduction here would save up to $800k and have a relatively small impact on total ridership numbers. However, it would greatly impact many of our lowest paid workers in the service industry, leaving them without reliable transportation to get home from work. It could also cause demand to exceed supply for parking garages during major events downtown.

2. **Weekend Service Reduction:**
   Similar to #2 above, weekend ridership is historically much lower than during the weekdays, and fare revenue impacts of reductions will be less impactful. However, also much like #2, it is disproportionately used by lower income riders to access service jobs, grocery stores, and other basic needs. Reducing Sunday service only could reduce the General Fund subsidy by up to $1.2 million, while reducing both Sunday and Saturday

would be up to $2.4 million. Ridership is generally higher on Saturday, so we would not suggest cutting Saturday without first cutting Sunday.

3. **Individual Route Eliminations:**
   Beyond the time periods listed above, there are certain routes that consistently see low ridership and could be eliminated with minimal financial impact. Systemwide, our service averages 18 boardings for each hour that a bus is in service, with most 7-day routes in the range of 15-21 boardings per hour. In comparison, Route L is our lowest performing route with only 5 boardings per hour, Route O has 11 per hour (but much of that is right around campus), and Route J has 12 per hour.

   Eliminating these routes would comprise a significant hardship on the residents along the line, as many of them would lose any access to transit. That impact is most acute for Route L, where large portions of its service area is not within any reasonable walk of another route but to some extent it exists for all of them. Eliminating these routes on their own, outside of a major system change, would also likely create issues with disproportionate impacts on neighborhoods with higher-than-average concentrations of people of color. This could then cause issues with compliance with Federal Title VI regulations.

   Given this, if individual route eliminations were to be required, we would suggest cutting Route O first (up to $600k), then L (up to $800k), then J (up to $700k). Route O users are more likely than the others to have access to another route within a somewhat reasonable distance.

In addition to the service reductions listed above, one other potential item is related to our contract with MMSD. Metro currently passes through a proportional share of our own State and Federal subsidies to MMSD as part of the supplemental school service contract, totaling roughly $1.25 million per year. If not passed through, these subsidies could be used to reduce the General Fund amount. Metro does not derive any profit from the MMSD contract, and their service does not influence the total quantity of subsidy. Therefore, this pass-through does not provide any monetary value to Metro. MMSD qualifies for their own subsidies and would pay considerably higher rates if they were to transition this to a private yellow bus provider. While this would not pass costs to another City of Madison department, it would impact a partner agency. Therefore, it is included here for information only.

Enterprise Agencies

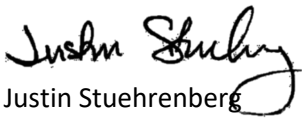
Metro is not proposing a rate increase. However, due to increasing ridership, we do anticipate general farebox revenues to increase by roughly 5%, and for unlimited ride program revenue to increase by nearly 20%. That results in a total increase in fare revenue of roughly $1 million.

Several partner cities are planning changes in 2025 as well. Monona has already confirmed service to start in March 2025, for which the positions have already been added via a budget amendment. Verona and Fitchburg are also considering service increases. Fitchburg is planning an operating budget referendum in November in which transit enhancements are likely to be included. If passed, an amendment to our budget is likely to be needed soon after.

Reallocations and Other Changes (if applicable)

With the startup of our electric buses, costs will shift from diesel fuel to electricity. Zero net cost reallocations of some positions within Metro may be needed once our BRT and new operations facility are online, but we will need some time to evaluate after opening this fall before making those decisions. If so, we may request some adjustments through an amendment process.

Thank you for your consideration and I look forward to continued discussion.



Justin Stuehrenberg
General Manager, Metro Transit

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Metro Transit
Enter your Service:	Bus Rapid Transit

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the operation and maintenance of all fixed guideway transit improvements, including, but not limited to, vehicle operation, vehicle maintenance, station maintenance, and associated administrative costs.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Transit Service: Provide transit services to Metro's BRT routes on a daily basis.
- Marketing, Advertising, & Community Outreach: Staff the customer support call center and Metro front counter, manage advertising campaigns, and oversee Metro's branding campaign.
- Planning & Scheduling: Schedule Metro's routes, oversee shelter maintenance and improvements, coordinate route detours when necessary, and analyze feasibility of route adjustments.
- Bus & Facilities Maintenance: Service, clean, and repair Metro's fleet of BRT vehicles and stations
- Administration & Finance: Oversee general management of the Department and coordinate finances including management of federal and state grant awards.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2150 - METRO TRANSIT	41 - GENERAL REVENUES	+6,970,250	Moved from Fixed Route 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.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Moving VRF revenue from Fixed Route to BRT service. Expenses will be allocated to BRT starting in 2026 budget.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Metro Transit
Enter your Service:	Fixed Route

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No changes needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2150 - METRO TRANSIT	53 - SUPPLIES	-500,000	Reduction in Diesel due to electric buses
2150 - METRO TRANSIT	54 - PURCHASED SERVICES	+500,000	Increase in electricity due to electric buses
2150 - METRO TRANSIT	41 - GENERAL REVENUES	-6,970,250	Moved to new BRT 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No net impact. Change if fuel type moves cost between majors. Moving VRF revenue to BRT service. Expenses will be allocated to BRT starting in 2026 budget.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **If you are not submitting personnel changes, skip this section.**

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

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Metro Transit
Enter your Service:	Paratransit

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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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.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No change

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Metro Transit

5% Minimum Target **922,112**

Total Amount Identified 5,300,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
851 - FIXED ROUTE	Eliminate most Late Night Service (after 9pm)	Metro riders accessing jobs & entertainment late in the evening	Many workers in the service and hospitality industry would no longer be able to use Metro.	8	800,000
851 - FIXED ROUTE	Elimnate most service on Sunday	Metro riders accessing jobs & shopping on the weekend	Many workers in the service and hospitality industry would no longer be able to use Metro. Heavier paratransit impacts.	10	1,200,000
852 - FIXED ROUTE	Elimnate most service on Saturday	Metro riders accessing jobs & shopping on the weekend	Many workers in the service and hospitality industry would no longer be able to use Metro. Heavier paratransit impacts.	10	1,200,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
851 - FIXED ROUTE	Eliminate Route O	Riders on the South side	Some residents would have no transit access	6	600,000
853 - FIXED ROUTE	Eliminate Route L	Riders in a large swath of the East/North sides	Some residents would have no transit access	8	800,000
852 - FIXED ROUTE	Eliminate Route J	Riders on the West side	Some residents would have no transit access	8	700,000

Monona Terrace Comm Conv Ctr

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Convention Center	13,126,179	13,913,314	16,123,666	14,701,064	14,917,844	14,922,506
Total	**$ 13,126,179**	**$ 13,913,314**	**$ 16,123,666**	**$ 14,701,064**	**$ 14,917,844**	**$ 14,922,506**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Community Convention Center	13,126,179	13,913,314	16,123,666	14,701,064	14,917,844	14,922,506
Total	**$ 13,126,179**	**$ 13,913,314**	**$ 16,123,666**	**$ 14,701,064**	**$ 14,917,844**	**$ 14,922,506**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(8,360,762)	(8,734,200)	(9,709,884)	(9,142,625)	(9,362,344)	(9,299,325)
Invest Other Contrib	(1)	(23,700)	(7)	(23,700)	(23,700)	(23,700)
Misc Revenue	(110,772)	(139,800)	(93,561)	(139,800)	(139,800)	(139,800)
Other Finance Source	(504,072)	(189,889)	(938,154)	(2,939)	-	(67,681)
Transfer In	(4,150,573)	(4,825,725)	(5,382,060)	(5,392,000)	(5,392,000)	(5,392,000)
Total	**$ (13,126,179)**	**$ (13,913,314)**	**$ (16,123,666)**	**$ (14,701,064)**	**$ (14,917,844)**	**$ (14,922,506)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	4,125,161	4,263,970	4,591,878	4,811,418	4,943,115	4,975,130
Benefits	1,280,810	1,399,216	1,393,703	1,497,336	1,475,574	1,475,574
Supplies	811,912	449,059	2,288,729	436,129	436,129	438,129
Purchased Services	6,041,546	6,911,599	6,906,932	7,041,569	7,006,569	7,041,269
Debt Othr Financing	59,804	-	96,407	-	64,053	-
Inter Depart Charges	468,746	494,328	507,818	516,532	594,324	594,324
Transfer Out	338,200	395,141	338,200	398,080	398,080	398,080
Total	**$ 13,126,179**	**$ 13,913,314**	**$ 16,123,666**	**$ 14,701,064**	**$ 14,917,844**	**$ 14,922,506**

MONONA TERRACE COMMUNITY AND CONVENTION CENTER
ONE JOHN NOLEN DRIVE MADISON, WI 53703 TEL 608 261-4000 FAX 608 261-4049

TO: Mayor Satya Rhodes-Conway
FROM: Connie Thompson, Executive Director
DATE: July 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

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

Our 2025 Building revenue is currently forecast to be $4,462,825, an increase of $156,700 from the 2024 adopted revenue budget of $4,306,125. Building Event Revenue increased primarily due to an increase in average revenues in several of our Event types (Banquets, Meetings, Conferences).

Monona Terrace's 2025 Operating Expense request is currently $221,442 higher than the adopted 2024 Operating budget. This is primarily due to an increase in permanent salaries, and an approximately $78,000 increase in Inter-Departmental charges and Insurance costs.

As directed by the City Finance Department, our Room Tax request is currently at the same level as our 2024 Adopted Budget - $5,392,000. This results in a deficit of $67,681, which is currently in our "Fund Balance Applied" account. This is primarily due to the increase in Inter-Departmental charges. As Room Tax budget amounts are developed for 2025, we request that this Fund Balance Applied amount be replaced with additional Room Tax support.

Reallocations and Other Changes (if applicable)

A current plan for 2025 is to eliminate our currently vacant Associate Director position, and re-assign that position's duties to two current positions through a reclassification opportunity for those two positions. Additionally, a 50% Gift Shop Sales Clerk position would be created, resulting in a net .50 position reduction from our current FTE number of permanent positions.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Monona Terrace Comm Conv Ctr
Enter your Service:	Community and Convention Center

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description. **NO CHANGE NEEDED**

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
NO CHANGE NEEDED

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities. **NO CHANGE NEEDED**

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
NO CHANGE NEEDED

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2140 - CONVENTION CENTER	43 - CHARGES FOR SERVICES	63,019	Facility revenues were increased by $220k in cost-to-continue versus the 2024 adopted budget. Updated request amounts lower projected revenues by $63k. The request amount is $156k above the 2024 budget.
2140 - CONVENTION CENTER	51 - SALARIES	32,015	Increased premiums to adequately account for Sales staff quarterly incentives
2140 - CONVENTION CENTER	54 – PURCHASED SERVICES	34,700	Adjustments to utilities and software
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The increase in event revenue helps us to balance our operating budget.

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Should not impact our Department Equity Action plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:

#102 – elimination of Associate Director position

#3596 – reclassification and increase in duties and responsibilities of Operations Manager

#3782 – reclassification and increase in duties and responsibilities of Gift Shop Manager

TBD - creation of a 50% Gift Shop Salesclerk position

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

#102 – Elimination of Associate Director position. The duties of the Associate Director position are being split up and added to positions #3596 Operation Manager and #3782 Gift Shop Manager, and creation of a new 50% Gift Shop Salesclerk position.

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 2025 budget?

There is not a change to service levels. The proposed change redistributes the Associate Director position job duties to the two existing positions of #3596 Operation Manager and #3782 Gift Shop Manager. And adds a new position to the Gift Shop to maintain current service and activity levels in the Gift Shop.

Municipal Court

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	207,778	261,925	325,118	311,596	370,648	370,648
Total	**$ 207,778**	**$ 261,925**	**$ 325,118**	**$ 311,596**	**$ 370,648**	**$ 370,648**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Court Services	207,778	261,925	325,118	311,596	370,648	370,648
Total	**$ 207,778**	**$ 261,925**	**$ 325,118**	**$ 311,596**	**$ 370,648**	**$ 370,648**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(422,004)	(430,000)	(368,259)	(430,000)	(378,000)	(378,000)
Fine Forfeiture Asmt	9,702	6,500	20,067	11,500	12,500	12,500
Misc Revenue	130	-	36	-	-	-
Total	**$ (412,172)**	**$ (423,500)**	**$ (348,156)**	**$ (418,500)**	**$ (365,500)**	**$ (365,500)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	376,923	391,021	413,913	427,336	442,747	442,747
Benefits	150,063	157,187	160,082	168,890	159,319	159,319
Supplies	23,148	23,000	24,628	30,000	35,000	35,000
Purchased Services	68,628	113,042	73,477	102,503	97,503	97,503
Inter Depart Charges	1,189	1,175	1,175	1,366	1,580	1,580
Total	**$ 619,950**	**$ 685,425**	**$ 673,275**	**$ 730,096**	**$ 736,148**	**$ 736,148**

Municipal Court
Honorable Daniel P. Koval, Judge
City-County Building, Room 203
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 264-9282 | Fax: (608) 266-5930
municourt@cityofmadison.com
cityofmadison.com/municipalcourt

TO: **Mayor Satya Rhodes-Conway**
FROM: **Daniel P. Koval, Municipal Judge**
DATE: **July 19, 2024**
SUBJECT: **2025 Operating Budget Transmittal Memo**
CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Goals of Agency's Operating Budget

The court remains flexible in offering options for court users to conduct court business without having to appear in person. We continue to monitor feedback from court users to ensure we are meeting needs and offering increased accessibility without increasing the cost of services. Feedback has been overwhelmingly positive, but we review and consider suggestions for improvement. It is our goal to make court accessible for everyone by making our processes as efficient as possible and reviewing our written materials and website for accuracy, gender neutrality and reading comprehension.

99% Budget for General, Library, and Fleet Funds

The court must provide a neutral forum for everyone and anyone who wants to conduct court business. The court will maintain current staffing levels, continuously review processes for inefficiencies, and reduce spending in areas where there is currently a budget surplus. The court is in the process of revising communication with the public and to encourage earlier filing of pleas and making of payments with the goal of reducing the cost of postage and supplies.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The court is unable to cut any services or staffing while providing our core services, and we are unable to legally raise court costs or fees or charge users fees. The 5% reduction must come from a reduction in supplies and purchased services such as security and collections.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Municipal Court
Enter your Service:	Court Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Municipal Court

5% Minimum Target **18,532**
Total Amount Identified 18,532

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
201 - COURT SERVICES	Reduction in Supplies	Court Users	May affect convenience and efficency of operations for court users	0.00	$ 3,100
201 - COURT SERVICES	Reduction in Purchased Services	Court Users	May affect safety and security of court users and collection of court judgments	0.00	$ 15,432

Office Of Independent Monitor

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	52,550	473,168	203,701	509,420	467,608	467,608
Total	**$ 52,550**	**$ 473,168**	**$ 203,701**	**$ 509,420**	**$ 467,608**	**$ 467,608**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Independent Monitor	52,550	473,168	203,701	509,420	467,608	467,608
Total	**$ 52,550**	**$ 473,168**	**$ 203,701**	**$ 509,420**	**$ 467,608**	**$ 467,608**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	13,306	231,257	148,442	268,260	281,426	281,426
Benefits	1,603	57,645	29,292	56,774	67,058	67,058
Supplies	6,191	30,000	1,209	8,000	4,000	4,000
Purchased Services	30,780	153,600	24,092	175,600	114,100	114,100
Inter Depart Charges	669	666	666	786	1,023	1,023
Total	**$ 52,550**	**$ 473,168**	**$ 203,701**	**$ 509,420**	**$ 467,608**	**$ 467,608**

TO: Mayor Satya Rhodes-Conway
FROM: Independent Monitor Robin Copley
DATE: July 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The key goals of the OIM is 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. Further, there is the possibility that an LTE may need to be hired in the event of an extended staff absence detracting from the services provided by the Office. Finally, the OIM will be fully staffed in 2025 and has previously enjoyed a budgeting cushion of the unfilled positions' unpaid salaries in last year's budget.

This proposed Operating Budget represents an 8.2% cut from the OIM's 2024 budget.

99% Budget for General, Library, and Fleet Funds

Currently the Office is well under budget due to unpaid salaries for unfilled positions in the first half of 2024. This budgetary cushion is not expected to continue in 2025 as the Office will be fully staffed before then. Further, budgetary efficiencies produced by cuts to the custodial building use charges (54232) produce a difference of $6,059. Cuts to Program Supplies generally produce a difference of $4,000. Combined this exceeds the expectation of the 99% budget target, as 1% of the OIM's budget is $4,723. Cost saving strategies remain the same as noted in last year's memo. Specifically, the Office prioritizes digitization to avoid printing/toner costs, careful management of funds used to produce incentives for public engagement.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The Office would like to begin by stressing it has already met and exceeded this magnitude of a budgetary cut in its 2025 cost to continue, cutting over 8% from its 2024 budget. The Office wishes this difference be considered in the event that lower priority services need to be reduced or discontinued to meet the City's budget deficit.

Services that may be reduced are primarily found within the OIM's line items related to the PCOB.

First, a complete cut of the Board's conference budget would drastically limit the Board's ability to send its members to NACOLE events. The remaining budget for these conferences after such a cut would limit NACOLE Annual Conference attendance to only the Independent Monitor and the PCOB Chair. This deprives the PCOB members of invaluable networking and training in implementing civilian oversight as it is executed around the country and the world.

Second, a 50% cut to the Board's budget for trainings. A reduction of this service may leave the Board unable, through lack of training and specialized knowledge, to preform the duties of the PCOB.

Third, a reduction of just under 25% in the budget for PCOB stipends could be made but doing so will have two implications. First, this stipend budget was recently added to incentivize attendance and the reduction of it may have a negative impact towards that goal. Second, as the stipend was added to the PCOB's ordinance, a change to the ordinance would be necessary to reduce the Board members' stipends.

Finally, a reduction of 20% of the Legal Services budget item will limit the availability of representation to complainants before the PFC without the wealth to pay for such representation. The Office believes this should be the last place to cut from amongst the options listed above as reduction of this budget could have a direct and negative impact on a member of the public's confidence in bringing their complaint before the PFC. This cut is only listed as a consideration because this fund has not yet actually been drawn from by the Office yet.

Reallocations and Other Changes (if applicable)

Not applicable.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Office Of Independent Monitor
Enter your Service:	Independent Monitor

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No Change

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Not Applicable

Explain how your proposed change(s) will align with your draft 2024-2025 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.

Not Applicable

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Not applicable

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?

Not applicable

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Office of the Independent Monitor

5% Minimum Target	**23,380**
Total Amount Identified	23,380

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
331 - INDEPENDENT MONITOR	Eliminate conference budget for Board members	Police Civilian Oversight Board members	Only the Monitor and Chair would be able to attend the Annual Conference. This reduces the network available to the PCOB as well as training opportunities.	0.00	$ 6,700
331 - INDEPENDENT MONITOR	Reduction of available funds for Legal Services	Complaintants before the PFC	Less complaintants will have their representation before the PFC paid for by the OIM. Complaintants may need to acquire representation at their own cost.	0.00	$ 10,000
331 - INDEPENDENT MONITOR	Reduction of Board Stipends	Police Civilian Oversight Board members	An ordinance change would be required. Contradicts intent of stipends to incentivize attendence.	0.00	$ 4,180

5% Minimum Target	**23,380**
Total Amount Identified	23,380

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
331 - INDEPENDENT MONITOR	Reduction of Board Training fund	Police Civilian Oversight Board members	Board members will not receive the training and information necessary to perform the duties of the Board	0.00	$ 2,500

Parking

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Parking Utility	13,578,798	16,701,376	15,262,553	17,093,846	17,855,481	18,658,726
Total	**$ 13,578,798**	**$ 16,701,376**	**$ 15,262,553**	**$ 17,093,846**	**$ 17,855,481**	**$ 18,658,726**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Garage Parking						8,529,282
Lot Parking						216,323
On Street Parking						1,456,686
Parking Administration And Operations			***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***			3,762,493
Parking Enforcement						4,581,094
Transportation Demand Management						112,847
Total	**$ 13,578,798**	**$ 16,701,376**	**$ 15,262,553**	**$ 17,093,846**	**$ 17,855,481**	**$ 18,658,726**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(9,533,571)	(11,469,235)	(10,632,118)	(9,505,613)	(9,505,613)	(11,200,000)
Licenses And Permits	(2,808,148)	(2,605,114)	(2,791,472)	(2,559,852)	(2,559,852)	(3,200,000)
Fine Forfeiture Asmt	-	-	-	(165,000)	(165,000)	(200,000)
Invest Other Contrib	(419,962)	(40,000)	(926,235)	(40,000)	(40,000)	(100,000)
Misc Revenue	(815,461)	(10,000)	(768,777)	(10,000)	(10,000)	(210,000)
Other Finance Source	(1,575)	(2,577,027)	(33,030)	(4,813,381)	(5,575,016)	(3,748,726)
Transfer In	(80)	-	(110,920)	-	-	-
Total	**$ (13,578,798)**	**$ (16,701,376)**	**$ (15,262,553)**	**$ (17,093,846)**	**$ (17,855,481)**	**$ (18,658,726)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	5,494,179	7,394,156	6,127,096	7,905,678	8,289,669	7,692,661
Benefits	2,012,339	2,444,320	2,111,680	2,528,754	2,788,382	2,788,382
Supplies	157,253	452,825	273,331	433,565	433,565	433,566
Purchased Services	2,918,885	4,054,550	2,863,648	3,671,191	3,671,191	3,871,191
Debt Othr Financing	515,367	-	985,868	-	-	-
Inter Depart Charges	930,745	1,055,525	1,068,742	1,054,657	1,172,674	1,172,674
Inter Depart Billing	-	-	(2,453)	-	-	-
Transfer Out	1,550,030	1,300,000	1,834,639	1,500,000	1,500,000	2,700,252
Total	**$ 13,578,798**	**$ 16,701,376**	**$ 15,262,553**	**$ 17,093,846**	**$ 17,855,481**	**$ 18,658,726**

TO: Mayor Satya Rhodes-Conway
FROM: Stefanie Cox, Parking Manager
DATE: July 15, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Parking Division's mission is to provide accessible, equitable, and predictable parking options for all businesses, events, residents, and visitors to our city. We aim to manage congestion, ensure safe and efficient vehicular and pedestrian traffic movement, and manage the on and off-street parking supply to support sustainable transportation choices in a vibrant city experiencing significant growth.

Key Goals for the Parking Division in 2025:

- Finalize the division's reorganization plan, which consists of restructuring services and creating a staffing model and management structure that improves efficiencies and increases employee support. In addition, it will balance the number of direct reports for each manager/supervisor and allow us to adapt to ongoing business changes (post-pandemic).

- Implement the required changes related to the PCI compliance audit. This includes upgrading credit card readers in our facilities, offering multiple payment options on and off the street, and moving the monthly permit billing functions to Munis.

- Continue analyzing parking rates and fees to determine necessary adjustments. Identify and recommend ordinance changes that prevent the division from recouping parking fees.

- Develop the framework and define a Curb Management policy and action plan goals.

Enterprise Agencies

Parking occupancy and revenue remain steady at around 83% of the pre-pandemic levels. In 2024, several rate and fee increases were implemented for our off-street facilities. We believe these changes will increase revenue and bring our expenses closer to operating costs.

Major changes in the 2025 Operating request include:

- A debt service payment related to the State Street Campus Garage redevelopment will begin in 2025. This will increase our operating expenses by $1.2 million annually. We plan to use funding from air rights payments and/or reserve funds to cover the cost.

- Increase revenues and operating expenses by $200,000 related to mobile app credit card transactions at metered spaces. The transaction fee is being pushed to the customer as a convenience fee. Fees will show as additional meter revenue, which

will be used to pay the vendor's monthly credit card processing fees. The increased revenues and charges should offset each other.

- Reduce staffing by 9.25 FTE positions and approximately $500,000

Reallocations and Other Changes (if applicable)

The Parking Division requests multiple position changes in our 2025 Operating Budget that result in a 9.25 FTE reduction in authorized positions and a $500,000 reduction in budgeted personnel costs. These changes resulted from the reorganization plan that was developed with the help of Human Resources. The proposed staffing model will enhance communication, remove silos, and increase efficiency across the division. In addition, it will provide more substantial support to administrative and field staff working in a 24/7 operation.

The proposed reorganization:

- Creates four manager-level positions to provide direction, support, and oversight in our service areas. (Range 18/13 – 18/15). (Net Increase: 3.0 FTE at $373,000)
    - Parking Field Operations
    - Administration & Finance
    - Parking Enforcement
    - Data & Analytics (Recreated from existing Data Analyst 2 (18/8) position)

- Creates 4.0 FTE Customer Services Ambassador (16/4) positions. These additional positions will provide increased customer service support and assist with other light janitorial work in our facilities. (Increase: $278,000)

- Removes 16.45 vacant Cashier positions (Reduction: $1.3m)

- Includes reclasses that result in a .20 FTE increase and $120,000 in additional costs

    - Reclass the Revenue Supervisor (18/6), Maintenance Supervisor (18/7), and Operations Supervisor (18/9) to a new classification of Field Operations Supervisors (18/10). This unit has historically been divided into two sections: Revenue and Maintenance. The new positions will allow us to merge the two sections and provide increased support, workload management, and cross-training among staff.

    - Reclass the Administrative Supervisor (18/3) to an Administrative Services Supervisor position (18/7). The position is responsible for managing multiple programs, assisting with contract agreements, and supervising the administrative section of the Parking Division.

    - Reclass 4.8 FTE Revenue Leadworker (16/11) to 5.0 FTE positions within a new classification of Field Operations Leadworker positions (16/15). This would allow for increased duties to include leading all areas of Field Operations (revenue and maintenance) and providing additional cross-training and support across the unit.

- Reclass the Civil Tech 2 (16/12) to GIS 2 (18/8). The Civil Tech 2 position was filled before the GIS series was implemented. The position performs the work of the GIS classification.

- Reclass the Parking Operations Assistant (20/16) to an IT Specialist 1 (18/6). The position performs various information technology activities that support the development, implementation, and maintenance of automated systems specific to parking applications and networks.

- Reclass the Transportation Demand Management Coordinator (16/15) to a newly created classification in 18/7. The related duties and work performed are more professional than programmatic.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	Garage Parking
Please provide an updated Service Description below.	
Updated Service Description: No change needed.	
Please provide updated Activities Performed by Service.	
Updated Activities Performed by Service: No change needed.	

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	-1,801,124	Increased revenues to align with recent trends.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	-698,758	Increased revenues to align with recent trends
2130 - PARKING UTILITY	51 - SALARIES	-597,008	Across all services, budgeted salaries decreased by $597,000. This is primarily due to a proposed reorganization that would lower personnel costs by $500k. The largest decrease from this change is seen in the Garage service.
2130 - PARKING UTILITY	59 - TRANSFER OUT	$1,200,252	Increase for debt service payments associated with State Street Campus Garage capital project.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The first annual debt service payment installation related to the State Street Campus Garage project will occur in 2025. The payment will be funded from Parking reserves.

The reduction in salaries is a result of the proposed reorganization plan. The proposed structure will create an updated system that runs efficiently and can withstand the test of time. It will allow us to break down current silos, improve communication, and provide greater oversight in each section.

Explain how your proposed change(s) will align with your draft 2024-2025 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 funding is required 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.

The proposed reorganization plan will allow for greater oversight in our operations, resulting in improved communications to our customers, ability to identify barriers in our current programs that negatively impact specific groups.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:

- *Positions numbers -1300, 1304, and 1314.* Three positions will be reclassed to 18/10 and classified as Parking Field Operations Supervisors.
- *Position numbers – 1302,1309,3878, 3883, and 4776. F*ive positions will be reclassed to 16/15 and classified as Parking Field Operations Leadworkers.

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

- *Range of 18/13 – 18/15.* This request is to create an Operations Manager to help manage and oversee large projects, develop policies and procedures, and provide support and oversight to the Field Operations Section.

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 2025 budget?

This change is part of the Parking Division's reorganization plan. The proposed changes will provide greater staff oversight and support, improve operational efficiency, and merge the Revenue and Maintenance sections.

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 changes will allow us to identify operational inefficiencies that negatively impact specific groups and review accessibility issues in our facilities more closely.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	Lot Parking
Please provide an updated Service Description below.	
Updated Service Description: No change needed.	
Please provide updated Activities Performed by Service.	
Updated Activities Performed by Service: No change needed.	

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	81,958	Lowered revenues to align with recent trends.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	-29,580	Increased revenues to align with recent trends
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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed changes are a technical correction.

Explain how your proposed change(s) will align with your draft 2024-2025 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 are a technical correction.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	On Street Parking
Please provide an updated Service Description below.	
Updated Service Description: No change needed.	
Please provide updated Activities Performed by Service.	
Updated Activities Performed by Service: No change needed.	

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	200,000	Mobile app credit card fees related to customer convenience fee charges
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	-200,000	Additional meter revenues related to customer convenience fee charges for mobile app transactions
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	$24,779	Lowered revenues to align with recent trends.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	88,190	Lowered revenues to align with recent trends
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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The credit card processing fee related to mobile app payments increased to $0.45 in 2024. The payments will show as additional revenue in meter payments but are then used to pay the vendor's monthly credit card processing fees. The revenues and charges should offset each other.

Explain how your proposed change(s) will align with your draft 2024-2025 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 should not impact our equity action plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs
Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	Parking Administration And Operations

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	1,826,290	Total fund balance applied is $3.7m, which is $1.8m lower than cost-to-continue. The fund balance applied amount is budgeted across the Administration and Operations, Parking Enforcement, and Transportation Demand Management services.
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	-60,000	Updated interest revenue estimates
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed change is a technical correction.

Explain how your proposed change(s) will align with your draft 2024-2025 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 change is a technical correction.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:

- # 1054 - This will move the current Administrative Supervisor (18/03) to an Administrative Services Supervisor (18/07)
- #4777 – This will move the current Civil Tech 2 (16/12) to a GIS Tech 2 (18/08). This will provide a proper classification for our GIS personnel.
- #1301 – This will move the Parking Operations Assistant (20/16) to an ITS 1 (18/6) to better align with the work they are performing.

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

18/13 – 18/15 – Create Administration & Finance Manager position. This position will oversee the finance, payroll, and administration section of the division.

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 2025 budget?

The proposed changes, which stem from the parking division's reorganization plan, are all about improvement. They are designed to enhance efficiencies, provide additional oversight and support to staff, and ultimately, create a better customer experience.

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 changes will improve the customer experience, allow us to identify inefficiencies in our operations that negatively impact specific groups, and allow for a closer review of programs and fees.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	Parking Enforcement

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service ensures safe and efficient movement of vehicular and pedestrian traffic related to public and private parking along the City's streets and highways.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Enforcement: Monitor and enforce on-street parking meters, loading zones, and time-restricted parking, including the Residential Permit Program.
- Other Efforts: Monitor and enforcement activities related to vehicular storage and abandonments, peak-hour towing efforts, private property complaints, school zone enforcement, special event parking restrictions, and all other on-street parking restrictions.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	45 - FINE FORFEITURE ASMT	-35,000	Increase in projected revenues from a portion of tow fee revenues shared with the Parking Fund.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No impact on service.

Explain how your proposed change(s) will align with your draft 2024-2025 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 change will not impact our equity action plan.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
Range of 18/13 - 18/15. This request is to create a Parking Enforcement Manager position that will provide support and oversight to the Enforcement Unit.

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 2025 budget?

The proposed personnel change is connected to the reorganization plan for Parking Division. This position will provide additional oversight and support to enforcement supervisory and field staff, improve efficiency and operations, and provide the ability to make policy decisions that impact enforcement 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?

Creating a manager position in the Parking Enforcement Unit will allow greater control over enforcement operations. Personnel will be dedicated to identifying equity concerns related to

ordinances, enforcement efforts, and neighborhood parking concerns. In addition, this position will assist with improving communication efforts with the public, businesses, and non-profit groups.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parking
Enter your Service:	Transportation Demand Management

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service focuses on using strategies to maximize the efficiency of our transportation systems, which will lead to improved mobility, reduced congestion, and lower carbon emissions. It aims to provide all people with transportation options that enable them to travel from their location to a destination in an affordable, efficient, and sustainable way.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Program management – Review and ensure TDM plans meet minimum requirements.
Enforcement – Perform site visits to verify that TDM measures are used appropriately.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

- #5061 – Move the TDM Coordinator (Economic Development Program Coordinator 16/17) to 18/7 as the work is more professional than programmatic.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The proposed change is a result of the division's reorganization plan. Current service levels will not be changed. This position operates more on a professional level than programmatic.

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 is part of a more extensive division reorganization. The reorganization will improve efficiencies, provide greater staff oversight and support, and help identify areas in our programs that are currently creating barriers for specific groups.



Parks

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	15,014,468	16,007,257	15,719,812	16,616,412	17,761,535	17,929,002
Other Restricted	246,046	448,198	292,966	446,954	477,301	497,738
Permanent	235,779	279,200	236,179	237,300	237,300	237,300
Total	**$ 15,496,292**	**$ 16,734,655**	**$ 16,248,957**	**$ 17,300,667**	**$ 18,476,136**	**$ 18,664,041**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Community Connection and Rec						3,678,330
Olbrich Botanical Gardens	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					1,279,662
Parks Land & Facilities Mainte						13,227,873
Planning And Development						478,176
Total	**$ 15,496,292**	**$ 16,734,655**	**$ 16,248,957**	**$ 17,300,667**	**$ 18,476,136**	**$ 18,664,041**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(100,114)	(96,000)	(103,783)	(96,000)	(96,000)	(104,000)
Charges For Services	(1,046,612)	(1,607,820)	(1,507,484)	(1,587,970)	(1,587,970)	(1,588,720)
Licenses And Permits	(76,946)	(66,000)	(29,579)	(70,500)	(70,500)	(70,500)
Fine Forfeiture Asmt	(700,457)	(773,000)	(702,112)	(773,000)	(773,000)	(773,000)
Invest Other Contrib	(116,705)	(115,000)	(33,690)	(115,000)	(115,000)	(23,000)
Misc Revenue	(234,252)	(52,500)	(234,002)	(52,500)	(52,500)	(60,500)
Other Finance Source	-	(52,400)	(36,618)	-	-	-
Transfer In	(196,450)	(526,500)	(531,218)	(997,363)	(997,363)	(997,363)
Total	**$ (2,471,537)**	**$ (3,289,220)**	**$ (3,178,487)**	**$ (3,692,333)**	**$ (3,692,333)**	**$ (3,617,083)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	9,403,753	10,961,891	10,229,253	11,467,642	12,050,802	12,290,402
Benefits	3,022,443	3,050,589	3,259,785	3,335,215	3,668,280	3,587,610
Supplies	1,000,848	1,118,212	1,029,297	1,067,289	1,063,338	1,143,062
Purchased Services	2,066,679	2,078,725	2,322,207	2,322,394	2,581,182	2,435,045
Debt Othr Financing	-	73,127	32,056	29,863	29,863	-
Inter Depart Charges	2,213,286	2,359,831	2,238,423	2,408,896	2,418,305	2,418,305
Inter Depart Billing	-	-	-	-	(5,000)	(5,000)
Transfer Out	260,820	381,500	316,423	361,700	361,700	411,700
Total	**$ 17,967,829**	**$ 20,023,875**	**$ 19,427,444**	**$ 20,993,000**	**$ 22,168,469**	**$ 22,281,124**

Madison Parks Division

330 E. Lakeside St.
Madison, WI 53715
608-266-4711 ● cityofmadison.com/parks

MADISON PARKS

Date: July 19, 2024

To: Mayor Satya Rhodes-Conway

From: Eric Knepp, Parks Superintendent

Subject: 2025 Operating Budget Transmittal Memo--Parks Division

CC: Deputy Mayors, Finance Director, Budget & Program Evaluation Staff

The requested 99% Baseline Budget balances the Mayor's objectives for the 2025 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 Parks Division's 99% Baseline Operating Budget

The Parks Division's proposed 99% Baseline Budget for 2025 ties directly to the city-wide 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 proposed request provides for 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. Key goals as identified in the Parks Division's Work Plan include advancing sustainable land management practices, updating the Park & Open Space Plan, advancing the Equity in Action Plan, growing the volunteer management program system-wide, supporting the growth of Olbrich Botanical Gardens, fostering an environment of employee growth & development, and ensuring that everyone, especially children and otherwise historically disenfranchised residents, across the city have access to quality natural spaces and positive programming opportunities. The Parks Division's Work Plan includes goals and milestones, which have been established using the Boldly & Company Model. Parks Management Team will continue to review milestones monthly and respond or adjust where needed. The Parks Division will soon be hiring its first ever 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 $179,409.45 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.

Lower Priority Service Activity Identification

I will preface the following with the fact that none of the services provided by Madison Parks is a low priority for our community, as our residents use parks in many different ways and everyone finds value in different services and activities that are offered. I am proud of the equitable system that we have built over the last decade and am cognizant of the impacts the reductions outlined below would have on our community if taken. At the Mayor's direction, I have prepared a Lower Priority Service Activity equal to 5% of the Parks Division's Operating Budget, which is at least $888,077 in reduction from current service level. The corresponding "Service Activity Identification" worksheet that I have submitted provides additional details. Largely, the resources that would be preserved would allow for continuation of core services, with complete discontinuation of the following services:

- Elimination of City Support for the Aquatics Program
  - Close the Goodman Pool and issue an RFP for a private operator to take over all operations.
  - Close all three splash pads located at Elver, Reindahl and Cypress Parks.
  - Eliminate routine beach cleaning.
  - Discontinuation of clean beach systems.
- Severe Reduction of Classic Winter Recreation:
  - Abandonment of Ice Rink program and warming houses, including rinks supported by Adopt Ice partners.
  - Eliminate winter recreation rentals/concession
  - Eliminate machine made snow operations for sledding hill and ski trails
  - Resources will only remain for grooming
- Indefinite Closure of Park Facilities:
  - 16 out of 63 restrooms will not be opened or maintained
  - 53 out of 190 drinking fountains will not be operational or maintained
- Elimination of Decorative Fountain Program within Mall Concourse Maintenance Area
  - Fountains on Capital Square and State Street will not be operational
- Reduction of Service Level at Forest Hill Cemetery:
  - Reduced mowing and string trimming
- Reduction of Planning and Development Project Management:
  - Eliminate one LA position or 20% of authorized staff
  - 30-35% reduction in capital projects and improvement plans
- Reorientation to Cost Recovery Model:
  - Shift Recreation Services section to a cost recovery/ revenue generation model.
  - Eliminate non-revenue generating programs such as Movies, Ride the Drive, Learn To events (that are not sponsored).
- Development of Paid Parking Program
  - Establish plan for parking fee collection for specific parks
  - Initial focus around event parking for Badger Football game days

The reductions outlined above are a direct result of Labor Force Reductions necessary to hit the 5% target as requested. The service activity identification outlined above would result in a reduction of 5.75 full time employees (FTE) and approximately 110 seasonal hourly positions as follows:

- 1 FTE Landscape Architect (CG 18-10)
- 1 FTE Maintenance Mechanic (CG 16-13)
- 1.75 FTE Parks Workers (2 positions) (CG 16-04)
- 1 FTE Parks Maintenance Worker (CG 16-09)
- 1 FTE Recreation & Aquatics Program Coordinator (CG 18-04)
- Approximately 110 total Hourly positions from Aquatics, Recreation Services and Park Maintenance Operations.

Reallocations and Other Changes

The 99% Baseline Operating Budget is substantially comparable to the 2024 Adopted Operating Budget, with cost to continue adjustments applied to reflect a growing and evolving system. Overall, the request aligns resources with current service levels. While no significant changes have been requested, notable adjustments are as follows:

1. Community Connection & Recreation: Changes made to increase Donations and Contributions by $12,000, which is offset by corresponding increase in Hourly Wages to support the Kids Need Opportunities at Warner (KNOW) Program. The KNOW Program provides opportunities for youth to gather and partake in positive activities, including programs such as Teen Night, Family Fun Night, the 3ON3 Basketball Tournament Series, life skill development and daily open gyms. In 2025, no additional funding has been allocated to the Parks Alive program. The 2024 level of Parks Alive programming will be distributed across existing NRTs as well as two new Neighborhood Resource Team parks in the Sanburg NRT area and the East Milwaukee NRT area. This will result in fewer events at each NRT, but the same number of events across the system. In 2024, Parks Alive was funded to provide 36 events, with 4 events at 9 parks. Event costs include music provided by DJs, food, portable toilets, outreach and application fees. Adding two NRT areas will dilute the number of events at each park to 3 events per park at 8 parks, with 3 parks receiving 4 events.

2. Park Land & Facilities Maintenance: Reallocates hourly wages and additional capital chargeback with net-neutral impact to the Cost to Continue budget in order to reclassify a vacant .75 Park Worker position to 1.0 Park Worker. This allows for the continuation of the Division’s priority to reduce the overreliance on hourly employees and increase the pathways to permanent employment.

Through the 99% Proposed Cost to Continue Budget, the Parks Division will continue to focus on promoting racial equity and social justice within the community through a variety of engagement strategies, including sustaining the Parks Alive program, while 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. The Parks Division team will continue to build the foundation for data-based decision-making across the Parks system, which is proven to be essential in dismantling racial disparities. Community 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. Maintaining 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 or 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parks
Enter your Service:	Community Connection and Rec

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for programming, volunteers, aquatics, rangers, permits, and community and Street Use events across the entire city. This service includes City-provided services as well as regulating private and non-profit services and events. In addition, this service is responsible for operations and multi-generational programming specific to Warner Park Community Recreation Center (WPCRC), a 31,750 square foot community recreational facility serving youth, families and senior citizens through a variety of recreation and social services. The overall goal of the service is to ensure a safe, accessible, affordable, and equitable park system.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Park Facility Rental: Manage Park reservations, permits and usage for athletic, recreational, cultural, musical, culinary, and other event purposes, along with maintenance and set-up of the WPCRC reservable spaces.
- Pool and Beaches: Manage beach, pool, and splash park usage for the community.
- Park & Recreation Programs: Oversee recreational programming for all residents provided by community partners, coordinate parks-sponsored movies, activities and events, including Parks Alive program.
- WPCRC Specific Programming: Provide programming for individuals of all ages and abilities through private, public and other partnerships including senior, teen activities, after-school, family fun night, and various recreational, social, and cultural programs that reach some of the community's most vulnerable populations.

- Ranger Services: provide outreach, education and enforcement of park rules to all park users and manage dog parks and disc golf courses.
- Volunteer Coordination: Recruit, onboard, train, support and retain volunteers supporting division-wide programmatic needs.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	46 - INVEST OTHER CONTRIB	-12000	Increase Contributions & Donations due to disbursement from Circle of Friends to support programming at WPCRC.
1100 - GENERAL	51 - SALARIES	12000	Increase Hourly wages to support programming at WPCRC, offset by private contribution.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Proposed 99% Baseline Operating Budget is substantially comparable to the 2024 Adopted Operating Budget. Major changes in Donations and Contributions of $12,000 is offset by corresponding

expenses related to Hourly Wages due to new annual disbursement from the Circle of Friends to support programming at WPCRC. Overall, the proposed request aligns resources with existing service levels and incorporates cost to continue resources in response to system growth, including programming of the new Door Creek and Country Grove shelters.

Explain how your proposed change(s) will align with your draft 2024-2025 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 99% Baseline Operating Budget ensures continued implementation of the Parks Division's Equity Action Plan. The proposed budget aligns resources with current service levels to meet the ever-evolving needs of the community. Changes made to increase in Donations by $12,000, which is offset by corresponding increase in Hourly Wages will support programming at WPCRC. The Kids Need Opportunities at Warner (KNOW) program provides opportunities for youth to gather and partake in positive enriching activities, including programs such as Teen Night, Family Fun Night, the 3ON3 Basketball Tournament Series, life skill development and daily open gyms. Two new NRT areas were recently identified, with no additional funding allocated in 2025 to the Parks Alive program. The 2024 level of Parks Alive programming will be distributed across two new Neighborhood Resource Team parks in the Sanburg NRT area and the East Milwaukee NRT area. This will result in fewer events at each NRT, but the same number of events across the system. In 2024, Parks Alive was funded to provide 36 events, with 4 events at 9 parks. Event costs include music provided by DJs, food, portable toilets, outreach and application fees. Adding two NRT areas will dilute the number of events at each park to 3 events per park at 8 parks, with 3 parks receiving 4 events.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

The only personnel change requested within the proposed submission is for purposes of Technical Correction. The Community Services Manager was allocated to the incorrect section within the correct Service.

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 will have no impact on implementation of the Department Equity Action Plan. The requested change is a Technical Correction.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parks
Enter your Service:	Olbrich Botanical Gardens

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for all operations at Olbrich Botanical Gardens, particularly as it relates to gardens, buildings and guest experience. The City works in partnership with the Olbrich Botanical Society to provide a well maintained facility that includes 16 acres of gardens and a diverse array of educational, experiential and cultural programming. The goal of the service is to provide a quality and well-maintained public garden, learning center and conservatory

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Native Plant Conservation: Maintain sustainable design and plant collections hardy to the American Midwest for study, enjoyment, and public benefit.
- Community Programs: Provide enrichment, cultural and interpretive opportunities centered around the gardens in clean, safe, and accessible public spaces provided for visitors.
- Exotic Plant Conservation: Maintain plant collections native to the world's tropical forests for study, enjoyment, and public benefit.
- Guest Experience: Provide welcoming, inclusive and experience for all who visit the gardens through dedicated staff focused on the guest experience, facility rental program, and a comprehensive volunteer management program.

- Facility Maintenance: Ensure specialty buildings, public spaces and garden infrastructure is safe, operational and well-maintained.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Proposed 99% Baseline Operating Budget is substantially comparable to the 2024 Adopted Operating Budget and incorporates cost to continue resources. The request aligns resources with current service levels. There are no changes at the Major level greater than $10,000.

Explain how your proposed change(s) will align with your draft 2024-2025 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 99% Baseline Operating Budget aligns with and ensures continued implementation of the Parks Division's Equity Action Plan. Minor adjustments were made within service majors for the sole purpose of aligning resources with current service levels to meet the ever-evolving needs of the community and volume of visitors to the gardens. In particular, the proposed budget specifically identifies resources that have been reallocated to the Guest Experience section, which is focused on creating a safe, accessible, inclusive and welcoming for all that visit the gardens.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

No personnel changes requested within this Service. The proposed budget aligns resources with existing service levels and needs.

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?

No personnel changes requested. The proposed submission will allow for continued advancement of the Equity Action Plan.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parks
Enter your Service:	Parks Land & Facilities Mainte

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No Change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1250 - OTHER RESTRICTED	48 - OTHER FINANCE SOURCE	-43045.74	Increased Fund Balance Applied based on proposed Capital Budget and planned projects that necessitate increased Transfer Out to Capital Projects for Dog Parks.
1250 - OTHER RESTRICTED	56 - DEBT OTHR FINANCING	-29862.83	Eliminated Fund Balance Generated due to anticipated Increased Transfer Out to Capital and corresponding need for Fund Balance Applied within Dog Parks.
1250 - OTHER RESTRICTED	59 - TRANSFER OUT	50000	Increased Transfer Out to Capital Projects for Dog Park Projects identified in the proposed Capital Improvement 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No significant changes to report. Proposed 99% Baseline Operating Budget is substantially comparable to the 2024 Adopted Operating Budget and incorporates cost to continue resources. There are no changes at the Major level greater than $10,000. Overall, the proposed request aligns resources with existing service levels and incorporates cost to continue resources in response to system growth, including increased contractual costs and maintenance of the new Door Creek and Country Grove shelters.

Notes Related to Restricted: Changes within Restricted Funds are net-neutral to the base budget and related to Dog Parks due to increased Fund Balance Applied, which will be increased Transfer Out to Capital, resulting in a corresponding reduction to Fund Balance Generated from the base budget. This change is necessary to address Capital needs of Dog Parks and ensure that there is adequate access to these facilities city-wide.

Explain how your proposed change(s) will align with your draft 2024-2025 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 99% Baseline Operating Budget aligns with and ensures continued implementation of the Parks Division's Equity Action Plan. Minor adjustments were made within service majors for the purpose of aligning resources with current service levels to meet the ever-evolving needs of the community.

Part 3. Personnel Changes

All proposed personnel changes 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. **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:

The proposed submission is specific to Position Control Number 4659 and includes the reclassification of a .75 Park Worker to 1.0 Park Worker.

of FTEs: Does your proposal change the total number of FTE positions?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

The proposed change increases the number of FTE's by .25 by reclassifying a .75 Park Worker (CG 16-04) to 1.0 Park Worker (CG 16-04). The change is net-neutral by reallocating hourly wages and slightly increasing capital chargeback allocations to fully fund the position.

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 2025 budget?

The proposed allocation change realigns existing resources with service level requirements. The change will bring consistency and increased reliability to the core services of Parks Construction and Conservation, which include snow removal, playground maintenance and safety, environmental resilience and sustainability and winter recreation.

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 Madison Parks Racial Equity Plan is centered on four major objectives, one of which is *"Creating a racially diverse and inclusive workforce."* The Park Worker program was developed to create low barrier entry-level positions and has been successful in diversifying the Parks Division's Workforce since its implementation. The proposed change allows for the continuation of the Division's priority to reduce the overreliance on hourly employees and increase the pathways to permanent employment.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Parks
Enter your Service:	Planning And Development

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No Change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed 99% Baseline Operating Budget is substantially comparable to the 2024 Adopted Operating Budget. The request aligns resources with current service levels. There are no changes at the Major level greater than $10,000.

Explain how your proposed change(s) will align with your draft 2024-2025 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 99% Baseline Operating Budget aligns with and ensures continued implementation of the Parks Division's Equity Action Plan. Submission was prepared to continue to align resources with current service levels.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

No personnel changes requested within this Service. The proposed budget continues to align resources with existing service levels and needs.

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?

No personnel changes requested. The proposed submission will allow for continued advancement of the Equity Action Plan.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**888,077**
Total Amount Identified	888,077

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
511 - COMMUNITY CONNECTION & RECREATION	Recreation Services will shift entirely to cost Recovery Model	Winter Recreation customers Event Participants, including families and youth Individuals who cannot afford unsubsidized programs, including families and youth	Most of the Recreation Services (51160) budget will be reduced, as Madison Parks will move to a Cost Recovery Model for all recreational activities. Madison Parks will no longer offer subsidized Winter Recreation Services, including ice skating, Adopt-Ice, skate rentals, ski rentals, sled rentals, concessions, Glide 'n' Groove, Winter Prom, Hayrides, and other subsidized events. Ski trail grooming will remain intact, as revenues from ski permits offset the costs to groom trails. Subsidized summer recreation programming will also be eliminated, including Ride the Drive, Trucks and Treasures, Sina Davis Movies in the Park. The Division will retain the Recreation Services Coodinator Position who will be responsible for developing and implementing a 100% Cost Recovery program for year-round recreational programming.	0	$ 55,906
511 - COMMUNITY CONNECTION & RECREATION	Eliminate Aquatics Program	Goodman Pool, splash pad users, including many youth and families MSCR-lessons & classes Friends of Goodman Waves Goodman Waves swim team	All Aquatic programming will be eliminated. The Goodman Pool will no longer be operated by Madison Parks. The Division will conduct an RFP to determine if there is a provider that will take on 100% of the costs of operating the pool for a minimal lease fee. Madison Parks will no longer clean the beaches, including weed removal, sand replenishment and raking. Madison Parks will no longer operate the Clean Beach Systems at Warner or BB Clarke Parks. The Splash Pads at Cypress, Reindahl, and Elver Parks will be closed. This action inlcudes the elimination of hourly all hourly Aquatics positions and the Recreation and Aquatics Coordinator position.	1	$ 318,312

5% Minimum Target	**888,077**
Total Amount Identified	888,077

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
511 - COMMUNITY CONNECTION & RECREATION	Develop Pay to Park Program for Specific Parks	Visitors needing parking for Vilas Park and Badger sporting events, along with other parks that are part of the pilot Park users needing Ranger assistance during event time	The Parks Division Recreation Supervisor will work to develop a Parking Fee program that will create $65,000 in revenues. Beginning with the parks with the highest demand for parking, the program will identify special event parking rates as well as daily and hourly rates for these high-use parking lots. An initial capital investment of approximately $60,000 is necessary for permanent implementation of the program. This program will serve as a pilot for further expansion of a fee based parking revenue stream. Implementation of program will pull from existing Ranger resources, reducing Ranger patrol and slowing resposne times during times of peak parking demand.	0	$ 65,000
512 - PARKS LAND & FACILITIES MAINTENANCE	Elimination of Ice Rink Program and machine-made snow operations. Discontinuation of beach cleaning services. Reduced facility support, including restrooms and drinking fountains. Reduced service standards of Forest Hill Cemetery	Year-round park users Winter Partners (Adopt Ice Volunteers, MadNorSki, CXC) Winter Recreation enthusiasts Beach users Contract Partners at beach locations Cemetery visitors	Abandonment of Ice Rink program, including Adopt Ice, discontinuation of all machine made snow and removal of winter warming houses. Elimination of beach cleaning services, including discontinuation of clean beach system set-up and maintenance. Indefinite closure of 16 of 63 restrooms and 53 of 190 Drinking Fountains. Proposed restrooms were identified as those that are associated with beaches, as beaches will no longer be serviced by the Parks Division. Other restrooms that were associated with shelters or parks that did not affect revenue estimates were considered next. Savings from these closures include facilities staff, Facilities supplies and services, including utilities. Reduced maintenance of Forest Hill Cemetery.	3.75	$ 381,810
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced Mall Concourse Services	Downtown residents Downtown businesses Visitors to the City Business Improvement District	Elimination of decorative fountain program on Capitol Square, State Street and Peace Park. Fountains will remain in place, but without water flowing. Overtime will also be reduced, resulting in slower response time for work needs outside of normal working hours, weekends and holidays.	0	$ 20,000

5% Minimum Target	**888,077**
Total Amount Identified	888,077

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
513 - PLANNING AND DEVELOPMENT	Reduced Park Planning Services	City-wide park users Development review teams Developers NRT Teams & areas Internal project managers	A currently vacant 1.0 FTE Landscape Architect 3 will be eliminated. This will reduce the number of capital projects that Madison Parks will be able to coordinate and implement, as Development Review, planning support of general parks projects and stakeholder collaboration is reassigned. Support of non capital activities will be reduced or delayed.	1	$ 47,049

PCED Office Of Director

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	435,559	620,344	486,914	703,296	716,436	716,436
Total	**$ 435,559**	**$ 620,344**	**$ 486,914**	**$ 703,296**	**$ 716,436**	**$ 716,436**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
PL CDD EDD Admin & Support	435,559	620,344	486,914	703,296	716,436	716,436
Total	**$ 435,559**	**$ 620,344**	**$ 486,914**	**$ 703,296**	**$ 716,436**	**$ 716,436**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Transfer In	-	-	(182)	-	-	-
Total	**$ -**	**$ -**	**$ (182)**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	293,045	424,005	378,908	481,640	505,463	505,463
Benefits	79,281	106,595	102,868	131,758	119,219	119,219
Supplies	5,369	5,504	1,297	5,604	5,604	5,137
Purchased Services	41,445	67,783	(12,435)	67,683	67,683	68,150
Inter Depart Charges	16,418	16,457	16,457	16,611	18,467	18,467
Total	**$ 435,559**	**$ 620,344**	**$ 487,096**	**$ 703,296**	**$ 716,436**	**$ 716,436**

Department of Planning, Community & Economic Development
Matthew Wachter, Director

Madison Municipal Building, Suite 130
215 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
Phone: (608) 267-1991
Fax: (608) 267-8739
www.cityofmadison.com/dpced

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Wachter, DPCED Director
DATE: June 17, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors, David Schmiedicke, Christine Koh, Maggie McClain

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 agencies within the Department of Planning, Community, and Economic Development (DPCED). Salary and benefit expenses comprise 87% of the budget. OOD consists of a single service with 5.0 FTE.

In 2025, goals include: continued increase in proactive, clear, and visually engaging communication with the public related to services and activities across DPCED; leverage Sharepoint and MS Teams upgrades to improve systems for interdivisional project management; support DPCED annual work planning and Results Madison efforts; facilitate process improvement efforts, including the development review site plan sign-off process.

The PCED portfolio of services and activities continues to grow over time, with a greater number of complex and long-term projects spanning multiple divisions. OOD staff continue to support the Results Madison effort in DPCED agencies, as well as internal Results Madison measures pertaining to communication, project work, and process improvement.

99% Budget for General, Library, and Fleet Funds

OOD is streamlined with 5.0 FTE but offers opportunities to meet the 99% budget target. A slight delay in filling a currently vacant Program Assistant position in 2025 could provide this savings. Further, a portion of funding budgeted for unforeseen consultant services across DPCED could meet this savings goal in future years. Currently, OOD staff focus their work on supporting projects and programs across DPCED, which can offset the need for overtime or compensatory time in other agencies.

Community expectations for DPCED service delivery continue to increase due to Madison's growth and the City's strong commitment to supporting equitable housing choices and economic opportunities. DPCED agencies have each proposed possible ways to reduce services to meet budget needs, and further long-term savings would require still deeper reductions to meaningful services.

Lower Priority Service Activity Identification

Should the need arise to reduce the OOD budget for 2025 and future years, we recommend decreasing the FTE of a recently vacated Program Assistant position from 1.0 to 0.6, which would result in approximately 5% ($36,000) savings. With this change, core responsibilities such as payroll, purchasing,

scheduling, and on-boarding new DPCED employees could continue, but event planning for interdivision team building and education would likely be reduced. Importantly, since this position has recently been vacated, there may be an opportunity to restructure it to be “shared” with another DPCED agency to result in a 1.0 FTE more conducive to successful recruitment.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	PCED Office Of Director
Enter your Service:	PL CDD EDD Admin & Support

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	PCED Office of the Director
5% Minimum Target	**35,822**
Total Amount Identified	36,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
641 - PL CDD EDD ADMIN AND SUPPORT	Reduce duties of (vacant) Program Assistant role to change from 1.0 FTE to 0.6 FTE in 2025	DPCED staff team	Depending on capacity of new hire, the role would be adjusted to emphasize core needs (payroll, purchasing, scheduling, on-boarding) and less on internal newsletter and event planning for cross-agency team-building/education.	0.4	36,000

Planning

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	3,390,893	3,562,032	3,518,919	3,922,356	3,978,005	3,978,005
Other Grants	1,558,377	1,402,742	1,725,919	1,553,232	1,542,232	1,553,732
Total	**$ 4,949,270**	**$ 4,964,774**	**$ 5,244,838**	**$ 5,475,588**	**$ 5,520,237**	**$ 5,531,737**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Administration						828,287
Community Connections						163,188
Data & Mapping	***Service history not shown due to Results Madison service restructure.***					378,097
Development Review	***Services listed here will take effect January 1, 2025.***					1,091,242
Metropolitan Planning Org						1,745,812
Plan Creation						592,779
Plan Implementation & Design						426,482
Support for the Arts						305,849
Total	**$ 4,949,270**	**$ 4,964,774**	**$ 5,244,838**	**$ 5,475,588**	**$ 5,520,237**	**$ 5,531,737**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	-	(36,748)	(13,000)	(36,748)	-	-
Charges For Services	(37,261)	-	(56,317)	-	(56,568)	(56,568)
Invest Other Contrib	(28,629)	(1,500)	(546)	(1,500)	(1,500)	(1,500)
Transfer In	-	-	(632)	-	-	-
Total	**$ (65,890)**	**$ (38,248)**	**$ (70,495)**	**$ (38,248)**	**$ (58,068)**	**$ (58,068)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	2,958,154	3,078,755	3,133,892	3,395,848	3,597,510	3,597,510
Benefits	913,367	897,717	936,452	942,792	964,899	964,899
Supplies	68,223	77,130	77,904	77,130	90,130	88,630
Purchased Services	737,172	672,201	808,467	790,029	609,400	622,400
Debt Othr Financing	106,768	-	116,250	-	-	-
Inter Depart Charges	89,695	89,140	87,072	89,958	98,286	98,286
Inter Depart Billing	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)
Transfer Out	183,280	229,580	196,796	259,580	259,580	259,580
Total	**$ 5,015,160**	**$ 5,003,022**	**$ 5,315,333**	**$ 5,513,836**	**$ 5,578,305**	**$ 5,589,805**

Department of Planning & Community & Economic Development
Planning Division
William Fruhling, Acting Director
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Madison, Wisconsin 53701-2985
Phone: (608) 266-4635
Fax (608) 266-6377
www.cityofmadison.com

To: Mayor Satya Rhodes-Conway
From: Bill Fruhling, Interim Planning Division Director
Date: July 19, 2024
Subject: 2025 Operating Budget Transmittal Memo
CC: Christie Baumel; Dave Schmiedicke; Christine Koh; Maggie McClain; Matt Wachter; Heather Stouder; Meagan Tuttle

GOALS OF PLANNING DIVISION'S OPERATING BUDGET

The Planning Division has a recently revised service structure with eight services that impact the "Land Use & Transportation", "Neighborhoods & Housing", and "Culture & Character" Elements of the Comprehensive Plan. Service delivery in the Planning Division must continue to evolve to equitably meet the needs of our growing city. Most Planning Division staff work in multiple service areas. Versatile skill sets and commitment to collaborative efforts help the team keep up with a rapid pace of development and change while communicating policy options for Madison's longer-term future. Planning Division activities are categorized within eight service areas, each with notable 2025 goals as follows:

Administration (650) – Work common to all City agencies, including budget preparation, work planning, payroll and purchasing, hiring processes, and employee professional development. 2025 highlights include:

- Continue supporting on-boarding for new Planning Division Director.

Metropolitan Planning Organization (653) – Facilitate coordinated and comprehensive regional transportation planning and decision-making based on guidance and decisions of the Greater Madison MPO Policy Board. 2025 highlights include:

- Prepare and maintain long-range multi-modal Regional Transportation Plan. In 2025, staff and consultants will continue 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.
- Complete work on a regional "Active Transportation Plan".
- Pursue a "Safe Streets for All" planning grant to support area municipalities with their own versions of "Vision Zero" planning, Safe Routes to School planning, and similar efforts.

Support for the Arts (654) – Maintain and expand Madison's public art collection and support a wide variety of art and artists throughout the community. Data on non-City funding leveraged by City investment in the Arts will be tracked annually, as will the proportion of City funding spent to support public art in "Equity Areas" as to be determined in late 2024. 2025 highlights include:

- During the 2025 construction process, art will be incorporated throughout the Public Market.
- Support other "Percent for the Arts" efforts within the State Street and South Park Street parking structures underway, design of the Reindahl Imagination Center, and CDA redevelopment projects.
- In 2025, distribute over $100,000 in Art Grants to area artists and art organizations.

Community Connections & Partnerships (655) – Strengthen relationships with community partners throughout the region. Data on invitations to and attendance at community meetings and events will be tracked over time to help gauge effectiveness in this area. 2025 highlights include:

- Administer the Neighborhood Grants Program to support neighborhood inclusivity and leadership capacity, particularly within historically underrepresented groups.

Data & Mapping (656) – Maintain, analyze, and communicate geographic and demographic data for use by City agencies, policymakers, and the public. Viewership of on-line maps, fulfillment of data and mapping requests and staff time spent on data and mapping requests for various stakeholders will be tracked over time to gauge the reach of shared data and efficiency of this service area. 2025 highlights include:

- Maintain the city's geographic database and provide data, information, and mapping services to city agencies and community partners.
- Complete the 2024 Edition of the Neighborhood Indicators Project.
- Improve communication of "development pipeline" data to City agencies and community partners to better support resource planning and programming.

Development Review (657) – Lead the review and evaluation of development proposals based on consistency with adopted plans and ordinances. Data on housing and commercial development reviewed will be tracked annually, as will satisfaction with the development review process among appointed commission members. 2025 highlights include:

- Continued support for past paced development and property improvement proposals submitted for review by staff and the Urban Design Commission, Landmarks Commission, Plan Commission and Common Council.
- Support improvements to the clarity and transparency of the post-approval site plan review and sign-off process.
- Ensure that development review processes are clear and accessible to newer and small-scale developers and the public.

Plan Creation (658) – Lead the production and maintenance of the City's Comprehensive Plan, more detailed plans for twelve (12) sub-areas, Community Action Strategies for certain areas with low- and moderate-income households, and citywide plans focused on special topics. To ensure that adopted plans contain recommendations relevant to our changing city, we will track the percentage of the City covered by a plan completed in the last decade, as well as demographic data for those engaged in planning processes. 2025 highlights include:

- Continue to monitor progress of the City's Comprehensive Plan and begin planning for its next decennial update.
- Continue work to complete Southeast and Southwest Area Plans to guide city investment and land use regulation, as outlined in the Planning Framework adopted by the Common Council in 2022.

Plan Implementation & Design (659) – Support program, policy, development, and design recommendations in adopted plans. Data indicators within this service include: the proportion of the City's zoning that is consistent with land use plans; geography and assessed value of approved development, and; proportion of plan recommendations within low and moderate income areas implemented over time. 2025 highlights include:

- Continue to support zoning ordinance updates identified in Housing Forward, as well as the modernization of Urban Design District standards.
- Continue to support strategic, City-initiated redevelopment at "South Park Badger" and other sites along South Park Street and the development of the Brayton Lot.
- Continue to 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.
- Evaluate and communicate findings of the State Street Pedestrian Mall Experiment

99% BUDGET FOR GENERAL, LIBRARY, AND FLEET FUNDS

Over the past five years, the Planning Division has a track record of ending the year slightly under budget. As an agency for which the vast majority of the operating budget supports personnel, the most practical strategy for managing the 99% target (seeking savings of $40,576) would be to delay filling a vacant position if a vacancy were to occur. Absent a vacancy, other methods in 2025 could include a mix of the following strategies to be determined after the mid-year projection exercise: reduction of financial support for hourly interns; reduction of support for employee trainings outside of the City's offerings; reductions to the already tight budgets for Area Plan support.

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 the Planning Division becomes more involved in plan implementation through City-initiated development projects, we can continue to explore appropriate opportunities to reflect staff time to capital projects.

LOWER PRIORITY SERVICE ACTIVITY IDENTIFICATION

It is difficult to identify potential cuts to services without significant impacts on parts of the Madison community. Planning Division leaders and staff do not consider the possibilities listed below as "low-priority", yet they have been identified as cost reductions that would allow core work to continue, and/or reductions that would allow staff time to be repurposed toward higher-priority efforts. Should the Planning Division Cost-to-Continue Operating Budget not be feasible to approve for 2025, we recommend the following three (3) reductions in service totaling approximately $200,000 (just over 5% of the budget request (see accompanying worksheet for details):

$122,000 - Eliminate the Art Grants Program

- For many years, the Planning Division has supported artists and arts organizations through the provision of grants for activities that contribute to a vibrant, inclusive and thriving community. Pursuant to adopted plans, such as the Cultural Plan, the City's arts and culture activities have grown and diversified.

  A comprehensive reevaluation of these activities necessitated by the request to reduce the 2025 Operating Budget by 5% has led to the proposed elimination of this program from the "Support for the Arts" Service. This would save $92,000 of City funding for the grants and an estimated $30,000 (0.3 FTE) associated with grant administration. Through the Madison Arts Commission (MAC), this annual program supports small grants ranging of $1,000 to $4,000 to over 50 local artists and art organizations for a variety of visual arts, writing, film, and performance art that is *not* part of the City's public art collection. As seen in the latest list of recipients, the grants are usually smaller than the request, and recipients often seek funding from other public and private sources to fully support their projects.

  The Art Grants Program is a significant part of Madison's ecosystem of support for emerging artists, but for its size, and the small amount of each award, the program requires a large amount of staff time (equal to an average of 0.3 FTE spread among 3-5 Planning Division staff) to administer. As important as it is, the program competes for staff time and attention within a rapidly growing volume of public art projects and initiatives, and local artists generally do not rely solely on this fund for support of new and innovative projects.

$50,000 – Eliminate the Neighborhood Grants Program

- The Planning Division has long supported strong neighborhoods through a variety of activities, including by administering the Neighborhood Grants Program.

  The request to reduce the 2025 Operating Budget by 5% has led to the proposed elimination of this program from the "Community Connections & Partnerships" Service and would save $30,000 of City funding for the grants and an annual average of approximately $20,000 (0.2 FTE) among several staff associated with grant outreach, administration, and technical support. This annual grant program supports small grants to community organizations ranging from $1,000 to $5,000 in recent years. As seen in the latest list of recipients approved by the Common Council, grants are utilized to fund a variety of leadership and capacity-building initiatives and physical projects to help build community at the local block or neighborhood level across the city.

  The grant opportunity has been simplified and marketed broadly in recent years to support less formal emerging and underrepresented groups. The associated staff time and resources from within and beyond the Planning Division is relatively high, nearly equaling the small annual fund. While there is not a clear replacement for the Neighborhood Grants Program from other sources, it may be possible for other community groups or non-profit organizations to fill this gap in coming years.

$30,000 – Reduce "Consultant Funds" Budget to Support Area Plan Public Engagement

- The first two Area Plans created under the City's new Planning Framework will be adopted in 2024 and public engagement associated with these plans was supported with these funds. As the City embarks on the next two Area Plans – a major effort in 2025 – these funds provide the ability to be responsive to opportunities to most effectively engage with the community.

  To meet the requested 5% reduction in the 2025 Operating Budget, this $50,00 in funding within the "Plan Creation" Service could be reduced to $20,000 for a savings of $30,000. With this reduction, we would maintain sufficient funds to support an existing software license for public and interagency commenting on draft plans and could prioritize some focused engagement with historically underrepresented groups and in low-to-moderate income areas. While some larger in-person meetings could still be held, they would be less frequent, and include fewer amenities such as food and childcare. The City would have significantly less discretionary budget to respond to emerging public engagement needs throughout Area Plan processes moving forward.

In addition to the three recommended reductions, we considered a list of six other possibilities totaling approximately $120,000, which could be further explored if desired.

Eliminate "Madison Music City"

- Within the "Support for the Arts" Service, a total of 0.2 FTE (approximately $20,000) is spent each year to support this effort to strengthen Madison's music ecosystem through an equity and inclusion approach. Participants represent organizations such as arts centers, performance spaces, businesses, and community organizations. This collective effort includes over 35 representatives from the non-profit and private sectors, government, and independent artists. If this service were eliminated, it would mean that the implementation effort would proceed without participation from the largest local government.

Eliminate the Joint Campus Area Committee

- Within the "Community Connections & Partnerships" Service, a total of 0.1 FTE (approximately $10,000) is spent each year to staff this committee, which provides a unique monthly forum for UW-Madison officials, the City's elected officials, and residents living near the UW-Madison campus to coordinate and discuss upcoming UW-Madison developments and street construction projects. UW-Madison and City staff from Planning, Zoning, Engineering, and Traffic Engineering have a separate quarterly coordination meeting related to the interface between the City and UW-

Madison physical improvements. However, elimination of this committee may leave a gap that would need to be filled in a different way by UW-Madison, particularly so that residents living near campus can be kept informed by UW and provide input to the UW-Facilities team.

Eliminate the Downtown Coordinating Committee & Associated Design Work

- Within the "Plan Implementation & Design" Service, a total of 0.2 FTE (approximately $20,000) is spent each year to staff the City's Downtown Coordinating Committee (DCC) and to support design and programming within the public rights-of-way in the downtown core along State Street and the Capitol Square. Recent efforts have focused on the experiment to gauge the impacts of limiting cars and buses on portions of State Street. If the DCC and associated support for design work were to be eliminated, it is unlikely that projects building on this idea could be supported by Planning staff in the future.

Eliminate the Placemaking Fund

- Within the "Plan Implementation & Design" Service, a total of approximately $17,000 ($7,000 and approximately $10,000 for 0.1 FTE is spent each year to address emerging needs in areas across the city. With a focus on quick, inexpensive programming and physical design solutions, the Placemaking fund can be an asset to lean on when quick solutions are needed to make an impact. Outside of this fund, similar projects may be able to move forward with support from other sources but would need to be identified and budgeted specifically.

Eliminate Hourly Salaries for Interns

- Within the "Plan Creation" Service, the 2025 budget request includes $14,000 for hourly interns, an amount the Planning Division has relied on in recent years to support 1-2 AASPIRE interns, and in some cases to offer extended part-time internships (two members of the Planning Division team were AASPIRE interns prior to being hired). If this budget is eliminated, the Planning Division would need to rely on the Department of Civil Rights to support future AASPIRE interns and would not be able to extend the experience.

Eliminate the Neighborhood Indicators Project

- Within the "Data & Mapping" Service, the Neighborhood Indicators Project relies on a $40,000 annual consultant contract with UW-Madison's Applied Population Lab and involves an average of 0.1 FTE (approximately $10,000) for administration and outreach. This reduction is not recommended, as the NIP is a valued source for place-based data trends relating to demographics, housing, transportation, education, and other indicators not typically gathered in one source. If the decision is made to eliminate this item in the long-term, we recommend retaining at least $10,000 in 2025 to complete the latest edition of the data currently in progress.

Thank you for the opportunity to request a 2025 Operating Budget for the Planning Division. As a team, we will continue to work closely with other City agencies and community partners to improve efficiencies as we maintain focus on Madison's equitable and sustainable future.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

Planning Division Administration includes work common to most City agencies ranging from budget preparation and work planning to payroll processing, hiring processes to employee professional development. It also includes citywide efforts such as Results Madison. Each employee in the Planning Division allocates a portion of their time to this service.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Payroll: Review and processing of timesheets, submitting and managing payroll and associated tasks.
- Hiring and On-boarding: Time spent by a range of staff to support recruitment and interview processes and on-boarding new colleagues within and beyond the Planning Division.
- Staff Meetings: Periodic meetings of individual sections, full staff team, or leadership team to maintain open lines of communication throughout the Planning Division.
- Budget: Develops, monitors and maintains annual capital and operating budgets, including processing of invoices and purchasing.
- Grant Management: Coordinates contracts, invoices, and activities related to grants administered by the Planning Division.
- Records Management: Maintains the Division's records, including coordinating timely responses to open records requests.
- Work Planning & Data Indicators: Maintaining the Planning Division Work Plan and tracking Results Madison data indicators over time.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Community Connections

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service includes efforts to create and strengthen relationships with community and neighborhood organizations, institutions, and units of government in the greater Madison region. Many staff in the Planning Division allocate a portion of their time to this service as part of their core work.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Support for Neighborhood Resource Teams (NRT): Staff attendance and leadership at regularly scheduled NRT meetings across the City associated with the Department of Civil Rights NRT program
- Neighborhood Grant Program Administration: Annual opportunity for small grants to community organizations to support physical improvements, leadership and capacity-building, or other innovative community projects. Budgeted for a total of $30,000, the program usually involves approximately 10 grants each year with on-going staff support to complete community projects.
- Support for the Joint Campus Area Committee: Pursuant to MGO 33.32, administrative support for 6-8 meetings per year of this committee comprised of City Alders, UW-Madison staff, and representatives of nearby neighborhoods to coordinate and communicate upcoming development and major changes on the UW-Madison campus.
- Regional Cooperation: Communication, presentations to, and occasional meetings with area school districts, colleges and universities, Dane County, other municipalities, and community organizations regarding shared goals, issues, and challenges.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Data & Mapping

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service includes maintenance, analysis, and communication of a wide variety of geographic and demographic data for use by City agencies, policymakers, and the public. With a focus on improving data clarity and usability, mapping services rely on data inputs from the US Census and other agencies and community partners.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Geographic Information Systems (GIS) Maintenance: Ongoing maintenance of GIS layers/data related to development activity, zoning, political districts, City services and other topics. These updates populate core City databases and online resources, including the Assessor's Office Property Lookup webpage.
- Development Pipeline Data Maintenance: Ongoing updates to a geographic database of proposed and approved developments that are not yet constructed. Knowledge of these expected developments, which do not yet appear in other city databases, can be useful for other city agencies and community partners (school districts, etc.) engaging in near-term planning.
- Data & Mapping Support and Requests: Support the needs of PCED Divisions. Support several City agencies beyond PCED that have GIS needs but lack GIS staff. This ranges from ongoing support for the Clerk's Office (e.g. polling places, wards, Alder Districts) to occasional support for agencies such as the Mayor's Office and Common Council Office.

- Madison Neighborhood Indicators Project (NIP): The NIP is updated biennially through a contract with the UW-Madison Applied Population Lab. It brings together data from a variety of sources in a user-friendly interface, focusing on topic areas such as demographics, housing, public safety, health, education, economics, and transportation.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Development Review

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service supports the City's decisions related to development and redevelopment, pursuant to relevant Wisconsin statutes and local ordinances in MGO Chapters 16 (General Planning), 28 (Zoning Code), 33.24 (Urban Design Commission), and 41 (Historic Preservation). Development review activities summarized below include facilitation of meetings with elected officials, community groups, development teams, and interagency staff teams leading up to the preparation of recommendations to appointed and elected officials related to development proposals. Staff must ensure compliance with commission decisions prior to (re)development moving forward. Further, as provided by ordinance, administratively reviewed changes also involve staff support to property owners, contractors, and designers.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Plan Commission Support: Review and make recommendations to the City's Plan Commission on development proposals including demolition, conditional uses, rezonings, and land divisions, following policies and procedures in MGO Chapters 16 and 28 and relevant Wisconsin statutes. This activity typically supports roughly 200 annual development requests, including many requiring final decisions by the Common Council.
- Urban Design Commission Support: Review and make recommendations to the City's Urban Design Commission regarding development proposals within eight (8) Urban Design Districts, design of public buildings, and other items consistent with MGO Chapter 33.24. This activity

supports over 70 annual development requests to the UDC and a significant amount of additional administrative review.

- Landmarks Commission Support: Review and make recommendations to the City's Landmarks Commission regarding proposed development and change within five (5) Local Historic Districts, to local Landmark sites, and other items consistent with MGO Chapters 33.19 and 41. This activity has typically supported 40- 50 annual development requests to the Landmarks Commission. In 2023, this number dropped to 29 due in large part to a comprehensive ordinance update adopted in 2022 that allowed for more administrative approvals. This service also provides a significant amount of support to contractors and residents working to update and maintain historic buildings.
- Interagency Coordination: In supporting the commissions listed above and for other development proposals a significant amount of work for this service includes coordinating with various agencies involved in the development review/approval process, including pre- and post- approval on a variety of issues to provide guidance to development teams throughout the process, including coordinating the Development Assistance Team.
- Community Meeting Support: Attend meetings about specific development/redevelopment projects, often at the request of alders, resident groups, or the development team.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Metropolitan Planning Organization

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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

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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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Plan Creation

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service results in the production and maintenance of the Comprehensive Plan, more detailed plans for twelve (12) sub-areas, Community Action Strategies for certain areas with low- and moderate-income households, and citywide plans focused on special topics. Plan creation involves analysis and communication of the City's population projections and other demographic, housing, and economic data, as well as robust engagement with residents, City staff and officials, community partners, and other stakeholders. Plans adopted by the Common Council serve as the City's long-term development and growth management policies, guiding Madison toward an efficient, equitable, and sustainable future, and setting priorities for City investment in infrastructure, community facilities, and programs.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Comprehensive Planning: Production of the City's Comprehensive Plan every ten years, consistent with state law, as well as on-going monitoring and publication and distribution of biennial progress updates.
- Area Planning: Production of twelve (12) more detailed plans covering the entire city to guide future land use and use of city resources. Once adopted, these plans will be updated every ten years to ensure that they remain consistent with the Comprehensive Plan and City policies.
- Community Action Planning: Within the Area Plan processes, focused work with residents in low- and moderate-income areas to prioritize efforts and expenditures of federal funds for impactful community projects and programs.

- Citywide Special Topic Plans: Occasional strategic planning efforts focused on topics such as Arts and Culture, Historic Preservation, and Community Facilities.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Plan Implementation & Design

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service focuses on collaborative efforts to implement recommendations in adopted plans ranging from updates to City ordinances to design of public spaces and facilities. Planning Division staff often lead or share project management roles in a number of these efforts. Initiatives almost always involve contributions from multiple City agencies, and sometimes involve community partners and/or ad hoc City committees.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Ordinance Updates: Manage or participate in public processes to update ordinances, often related to development review and approval processes, consistent with recommendations in adopted plans and/or pursuant to initiatives sponsored by elected officials.
- Plan Implementation: Lead or facilitate the implementation of Common Council adopted plans, such as the Comprehensive Plan and area plans.
- Intergovernmental Agreements: Lead processes with other municipalities to work toward mutually beneficial agreements related to long term growth and public investment.
- Design of Public Projects: Manage or participate in the design of City or Community Development Authority (CDA) facilities such as specific parts of the public right-of-way or buildings. Often includes significant public engagement efforts.

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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Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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

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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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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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Planning
Enter your Service:	Support For The Arts

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service maintains and expands Madison's public art collection and ensures thoughtful incorporation of art throughout the community, including into public facilities. It also supports a wide variety of local artists and cultural activities, such as music and poetry. Staff and the Madison Arts Commission strive for equitable distribution of art and cultural activities and financial support for that are representative of Madison's rich racial, ethnic, and cultural diversity.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Public Art Administration: Ongoing maintenance, conservation, and expansion of the City's public art collection, including administering art spaces in City buildings, with support from the Municipal Art Fund and Percent for the Arts commitment.
- Art Grants Program: Administer annual program awarding over $100,000 to local arts non-profits and artists completing art projects, performances, and other activities, with support from the operating budget and the State Arts Board.
- Support for the Madison Arts Commission (MAC): Pursuant to MGO 33.35, staff provide administrative support for the 11-member MAC and their regularly scheduled meetings, as well subcommittees.
- Poet Laureate: Administer the City's Poet Laureate program, including support for both the Adult & Youth Poets Laureate, with support from the operating budget and the Madison Community Foundation.

- Artist-in-Residence Program: Support a neighborhood-based program that embeds an artist-in-residence in the Darbo neighborhood, who engages the community, activates public spaces, and produces a public art piece.
- Greater Madison Music City (GMMC): Strengthen Madison's music ecosystem. Also supports free-to-consumers, live, outdoor music in the summer months through grants, with funding from Room Tax.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Planning
5% Minimum Target	**198,900**
Total Amount Identified	323,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
RECOMMENDED REDUCTIONS					
654 - SUPPORT FOR THE ARTS	Art Grants Program - An annual program distributing $92,000 of City funds in small grants to indidivual artists or groups of artists to support a wide variety of art and performances across the City.	Individual local artists, art and performance organizations	The annual grant program would be discontinued, eliminating this opportunity for local artists to obtain City funding for their art. There may be opportunities for County funding, as well as private or non-profit funding to support similar initiatives.	0.3	122,000
655 - COMMUNITY CONNECTIONS	Neighborhood Grants Program - An annual program distributing a total of $30,000 in small grants to community organizations to support leadership and capacity building and community-building through physical improvements.	Neighborhood associations and other community organizations across Madison	The annual grant program would be discontinued, eliminating this opportunity for community organizations to obtain City funding. There may be opportunities for private or non-profit funding to support similar initiatives.	0.2	50,000
658 - PLAN CREATION	Consulting Service to support Area Plans - Reduce from $50,000 to $20,000 budgeted annually for community partners and consultants to support public engagement for the City's Area Plan processes.	Residents participating in Area Plan processes	Core support for public engagement coud be retained through additional staff time, but in-person engagement opportunities/events woud be reduced in scope and scale. Would prioritize public engagement in Community Action Plans (smaller areas with a high proportion of low-and moderate income residents)	0	30,000

5% Minimum Target	**198,900**
Total Amount Identified	323,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
OTHER POSSIBLE REDUCTIONS					
654 - SUPPORT FOR THE ARTS	Madison Music City - implementation of plan recommendations	Musicians, music venues, and broader community.	No longer Planning staff support for this initiative	0.2	20,000
655 - COMMUNITY CONNECTIONS	Joint Campus Area Committee staffing	UW-Madison, residents and other stakeholders near UW-Madison Campus	No longer a regular City-sponsored forum for residents living near UW-Campus to learn about UW-Madison's near-term development and construction projects. Would require ordinance change to eliminate this committee.	0.1	10,000
655 - COMMUNITY CONNECTIONS	Downtown Coordinating Committee	Downtown business-owners, residents, visitors, and other City agencies involved in projects and physical maintenance in the central downtown area	No longer a regular City-sponsored forum for discussion of projects and design/maintenance policies related to the Capitol Square and State Street area. Woud require ordinance change to eliminate this committee.	0.1	10,000
659 - PLAN IMPLEMENTATION AND	State Street / Downtown Design Support	Downtown business-owners, residents, visitors, and other City agencies involved in projects and physical maintenance in the central downtown area	No longer Planning staff support for publc right-of-way design efforts in this area.	0.1	10,000
659 - PLAN IMPLEMENTATION AND	Placemaking - $7,000 annual fund to support small, quick physical enancements in a variety of neighborhoods across the City	Residents and visitors to neighborhoods with active Placemaking projects	No longer a small budget to support small, inexpensive physical enhancements in areas of need citywide.	0.1	17,000
658 - PLAN CREATION	Hourly Salaries for Interns - $14,000 annual budget to support interns working primarily on Area Plan public engagement efforts and learning about the Planning profession.	Interns, residents in plan areas	Would need to fully rely on Department of Civil Rights to support AASPIRE Internship, and woud no longer be able to retain interns for longer internships		14,000
656 - DATA & MAPPING	Neighborhood Indicators Project (NIP) - a data initiative supported through a contract with the UW-Madison Applied Population Lab which results in a biennial set of user-friendly demographic and other data by Census Block Group across Madison for comparison geographically and comparison over time.	City agencies, area non-profits, and the public	The NIP contract would be reduced to $10,000 in 2025 and likely discontinued after the early 2025 update.	0.1	40,000

Police

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	81,498,709	86,917,117	86,403,470	91,033,353	95,222,141	95,222,141
Other Grants	1,629,751	2,829,845	2,948,085	2,052,772	951,541	2,135,683
Other Restricted	239,032	168,500	185,404	312,828	312,828	227,800
Total	**$ 83,367,493**	**$ 89,915,461**	**$ 89,536,959**	**$ 93,398,952**	**$ 96,486,510**	**$ 97,585,624**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Administrative Services						14,618,631
Community Support Services	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					2,049,598
Criminal Investigative Service						18,116,045
Patrol Ops & Traffic Services						59,647,993
Training						3,153,357
Total	**$ 83,367,493**	**$ 89,915,461**	**$ 89,536,959**	**$ 93,398,952**	**$ 96,486,510**	**$ 97,585,624**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(319,187)	(337,617)	(318,071)	(357,680)	(357,680)	(359,764)
Charges For Services	(844,929)	(833,350)	(1,081,303)	(833,350)	(825,350)	(925,350)
Invest Other Contrib	(81,765)	(202,700)	(27,503)	(214,252)	(214,252)	(213,701)
Misc Revenue	(10,324)	(21,700)	(9,528)	(21,700)	(21,700)	(21,700)
Other Finance Source	-	-	(31,336)	-	-	-
Transfer In	(123)	(125,000)	(123,814)	-	-	-
Total	**$ (1,256,328)**	**$ (1,520,367)**	**$ (1,591,555)**	**$ (1,426,982)**	**$ (1,418,982)**	**$ (1,520,515)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	54,237,095	60,857,098	58,210,386	62,530,575	64,674,989	65,457,489
Benefits	20,426,700	19,458,556	22,026,832	21,066,933	21,823,919	21,823,919
Supplies	1,691,501	1,725,522	2,023,094	1,614,991	1,461,246	1,679,650
Purchased Services	2,601,026	3,544,108	2,996,123	3,114,629	3,036,243	3,232,740
Debt Othr Financing	240,152	-	297,227	87,569	2,426	-
Inter Depart Charges	5,385,109	5,526,179	5,446,554	6,043,811	6,366,614	6,372,286
Transfer Out	42,238	324,365	128,298	367,425	540,056	540,056
Total	**$ 84,623,821**	**$ 91,435,828**	**$ 91,128,514**	**$ 94,825,934**	**$ 97,905,492**	**$ 99,106,139**

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 19, 2024

TO: Mayor Satya Rhodes-Conway

FROM: Shon F. Barnes, Chief of Police

SUBJECT: Police Department 2025 Operating Budget Proposal

This proposal for the Madison Police Department's 2025 operating budget is being presented consistent with your budget instructions. I have outlined a possible framework for the requested 5% proposed cut to MPD's 2025 operating budget. Any ranking or actual order of these proposed cuts would be determined if a final reduction amount is established later this year. Current vacancies, attrition trends and public safety demands at the time of the final reduction will be factors in the order of these proposed cuts.

Please consider the following points when reviewing this proposal:

- **Negative fiscal considerations**: A 5% cut to MPD's 2025 operating budget could not be achieved without reducing commissioned positions. Reductions made to MPD's commissioned strength in 2025 would likely result in an inability to certify the "maintenance of effort" (MOE) under 2023 Wisconsin Act 12, and a required repayment of the federal COPS hiring grant accepted in 2022.

- **Hiring:** MPD runs a pre-service academy for new officers every year. The academy normally starts in May, and the new officers complete their training and are ready for solo patrol the following February. In addition to requiring layoffs, a 5% cut to MPD's budget would result in cancellation of the 2025 MPD academy. This means that MPD would likely not start an academy until May of 2026, resulting in a delay of having no new officers operationally available until February of 2027. This hiring delay coupled with our continued high attrition levels would create a staffing crisis that would require ad hoc service delivery reductions and/or other restrictions that would be devasting to the Madison community and our department.

- **Strategic Planning, Department Recommendations and the Independent Monitor and Police Civilian Oversight Board –** In the second year, MPD continues to make positive progress towards the goals and recommended actions steps outlined in our five-year strategic plan. The strategic planning process included robust community input, incorporation of the recommendations put forth in the OIR Report, the Quattrone Report and those from the Madison Police Department Policy & Procedure Review Ad Hoc Committee. This led to the four strategic goals of Madison-Centric Policing, Public

Communication, Youth Engagement and Workplace Culture. Many of the action steps require significant staff time and a reduction to MPD's 2025 budget will adversely impact our capacity to make further progress. Finally, a budget reduction will also hurt our ability to continue to effectively collaborate with the Independent Monitor and the Police Civilian Oversight Board. With staffing reductions, our department's focus will need to shift towards ensuring that our core call response functions are not neglected.

- **MPD Historical Budget**: The MPD has been forced to make many service reductions and modifications over recent years due to an increasing workload in patrol, a population increase of over 34,000 residents, and the lack of needed staffing increases. In 2022, Community Policing Teams (CPTs) were reduced from five teams to three. In 2021 MPD's authorized strength was reduced by four (4) officers, and an additional $1 million cut was imposed in that year's budget which resulted in multiple mandatory furlough days for MPD staff. Prior to 2020, MPD was compelled to eliminate two neighborhood officers, the afternoon Traffic Enforcement and Safety Team (TEST), the Safety Education program, the Special Investigations Unit, and officers dedicated to crime prevention.

2025 Operating Request: Major Goals

My goals for 2025 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). My goals also reflect the first pillar of the President's Task Force on 21st Century Policing, which is building trust and legitimacy between community members and our police officers. With all this in mind, my goals for 2025 are:

- To maintain 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 2025.
- 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.

A cut to MPD's budget would adversely impact the capacity of the department to fulfill these goals. I look forward to engaging in the City's budget process and working to ensure that MPD can respond to ongoing, new or changing expectations from our community.

99% Budget for MPD

Like in 2024, no single strategy can be pursued to meet this reduction target. This year, we have held civilian vacancies open, intentionally under-hired the pre-service police Academy (making a possible 2025 pre-service academy cancellation even more daunting) and have delayed or cancelled essential supply and service purchases. In 2025, a combination of strategies will need to be implemented again. Since MPD's increased salary savings requirement was maintained at 4%, or approximately $2.2 million,

the department will not be able to use accrued salary savings from attrition. In addition to reducing the 2025 pre-service police Academy and delaying or freezing the hiring of certain civilian support positions, we will need to consider eliminating district problem-solving initiatives aimed at crime reduction and delaying and/or 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. Managing a 99% budget in addition to managing a possible 5% budget reduction will be incredibly difficult and would reshape MPD's service delivery model for many years.

Summary of Requested Potential Reductions - $4,761,107 (5%)

A 5% reduction to MPD's operating budget would require the elimination of forty-three (43) sworn positions and up to eleven (11) civilian positions. The commissioned cuts would be to multiple ranks and would greatly reduce the department's ability to deliver service and support public safety.

Identifying any current MPD service as a "lower priority service" is arduous as I view all our existing positions and teams as essential pieces to our service delivery model, crime prevention and public safety in Madison. Recognizing that emergency call and incident response is our core service, I am forced to consider services mostly outside of our core patrol function to achieve your requested reduction proposal. Please remember that the positions and teams which I suggest below were created to deliver the services that are requested by our community. MPD's specialized positions and teams, and civilian positions facilitate crime prevention work and ultimately support our core service. Elimination of these positions will increase the workload and demands faced by patrol officers, and negatively impact core emergency service delivery to our community.

Again, any actual reduction made to MPD's commissioned strength in 2025 may result in an inability to certify the "maintenance of effort" (MOE) under 2023 Wisconsin Act 12 and will require the City to repay federal COPS hiring grant funds. I anticipate that a 5% reduction could have the following service impacts:

Reduction to Violent Crime Response and Investigations – A 5% budget cut could require eliminating the entire Gang Neighborhood Crime Abatement Team (GNCAT), which I created during my first months as the Chief of Police. This team of eight officers and two sergeants is broken between two shifts and uses a centralized, community-policing, and problem-solving approach driven by intelligence to reduce and prevent crime. GNCAT supports the Violent Crime Unit, Burglary Crime Unit and Special Victims Unit by increasing our investigative service capacity and strengthening our response to acts of violence like homicides, attempted homicides and incidents of shots fired. In recent years, this group's efforts have greatly aided our department's response to violence and preventative work in Madison. Eliminating these positions and the service they provide will slow down these investigations and create delays. Opportunities to prevent these serious crimes will also be missed.

Elimination of the Traffic Enforcement and Safety Team (TEST) – A few years ago, the department was forced to eliminate the PM TEST unit and reassign those officers to patrol because of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in our traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. Since I started as Chief of Police, there have been requests to bring this unit back. TEST plays a key role in MPD's traffic enforcement and safety efforts (e.g. the East Washington Avenue corridor)

and is responsible for a significant portion of our annual traffic citations. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further "Vision Zero" efforts, and plays a critical role in MPD support of special events in the city (Ironman, Crazylegs, Madison Marathon, etc.). With a 5% reduction, I will be forced to consider eliminating the remaining TEST officers and sergeant. In addition, one full time civilian clerk position that directly supports our Traffic Section and aids the coordination of special events would also be eliminated.

Elimination of MPD's Community Outreach Section and Programs – This includes the Community Outreach Captain, the Lieutenant, the entire Community Outreach and Resource Education (CORE) Team and the new Community Relations Specialist position. This cut would drastically reduce MPD's capacity to engage the public and build trust and legitimacy with the Madison community. This cut would also greatly limit or end our ability to support diversion and deflection efforts like MAARI and restorative justice reviews and referrals.

These members of the Community Outreach Section work to enhance the department's efforts to reduce disproportionate arrests related to racial disparities and improve trust and perception of fairness through procedural justice, community outreach, education and problem solving. The Community Outreach Section currently coordinates all our restorative justice efforts and most of our outreach programming (Black and Latino Youth Academies, Amigos en Azul, etc.). With the elimination of these positions, many of these important services would end and our capacity to coordinate diversion, deflection, and restorative justice referrals – an effort directly related to reducing racial disparities in the criminal justice system – will all be greatly decreased or halted.

Eliminate District Community Policing Teams – Currently, three Community Policing Teams (CPTs) exist to serve as resources to effectively collaborate with community stakeholders and partners to improve problem solving and address complex issues that arise within each of Madison's six police districts. Priorities and problems that occur in our police districts vary due to the uniqueness of Madison's neighborhoods. With a 5% reduction, the CPTs covering all areas of Madison except the Central District would likely be eliminated. This would significantly hamper problem solving partnerships with the community and lead to reduced crime reduction projects in our neighborhoods.

Eliminate Executive Lieutenant Position – This position was created in 2023 through an internal position reallocation. I made this move to improve the responsiveness and accessibility of my position and the entire Executive Section of the Police Department. This position has been tasked with creating initiatives and opportunities to improve internal and external communications which as you know is a major goal of our five-year strategic plan. A recent example of this important work is the planning and coordination of the Public Safety Summit that will be held later this summer at Warner Park.

Reduced Patrol Officers – A 5% budget cut would require a reduction in the number of officers assigned to the patrol function. Data analysis has consistently demonstrated that MPD's current patrol staffing levels are inadequate to address existing workload and community expectations. A reduction from current patrol staffing levels will require tangible reductions in service. MPD officers will reduce their response or will no longer respond to several specific

incident types in the event a 5% budget cut is implemented. These incident types could include:

- Check person requests/incidents
- Check property requests/incidents
- Certain vehicle accidents
- Noise complaints
- Landlord/Tenant disputes
- Graffiti complaints

In addition, a reduction in patrol staffing will have several other adverse impacts on service:

- Reduced police visibility
- Reduced community engagement
- Delayed response times
- Less traffic enforcement
- Less time for officers to engage in proactive activity (problem solving, foot patrol, etc.)
- Reduced follow-up on calls involving property crimes, financial crimes, and quality of life problems.

Civilian Records Unit Positions Reduction/Close Customer Service Windows – In order to meet a 5% budget reduction, up to eight (8) full-time civilian positions within the Records Unit could be laid off and one 60% part-time position would be eliminated. This staff reduction would be distributed across three teams of Police Report Typists, Court Services, and Records Services (public records). This will result in all six district police station customer service windows that are currently open for walk-in requests being permanently closed. In addition to staffing the district windows and answering district phones, these positions also transcribe police reports, process field reports and citations, route individual reports to investigators, support our Officer-in-Charge office, provide public fingerprinting services, and respond directly to record and information requests from the community. This service reduction will inevitably lead to slower report processing times and lagging data. MPD would attempt to mitigate these negative effects by experimenting with use of a private vendor transcription service to address the loss of transcription capacity caused by these layoffs. However, other services provided by some of these staff – such as the public facing customer service windows at the six district stations - could not be outsourced, and these layoffs would result in very visible reduced services to the community. The OIR Report and Madison Police Department Policy & Procedure Review Ad Hoc Committee both recommended expanding public hours at MPD facilities; this cut would result in reduced public access at all MPD facilities.

The vast majority of MPD's budget goes towards personnel, and there is no way to achieve a 5% reduction without personnel cuts. There is one non-personnel cut that would likely be implemented as part of a 5% budget reduction:

Employee wellness checks – Providing annual mental health check-ins for police department employees is a national best practice. Providing these checks was also a recommendation of the Ad Hoc Committee. This program is a critical piece to providing support to our employees and has been very well received since 2021. Also, several surrounding agencies have similar

programs in place now and used MPD's model as an example when building their own programs. A 5% budget cut would preclude continuation of this effort in 2025 and beyond.

Conclusion

The MPD has made incredible strides with crime reduction and prevention. As a result, the Madison community is experiencing incredibly positive trends in public safety. I am fearful that if we are forced to operate with a reduced budget (as outlined above), the department simply would not be able to maintain this momentum, still provide adequate service to the community, or move forward with reform efforts.

The impact of a 5% cut to MPD's budget would be profound. The department would take major steps backwards in a variety of areas or be forced to delay our response to the many demands placed upon us. I think the community would see tangible differences in our service delivery to include:

- A weakened capacity to respond to incidents of violent crime.
- Significantly reduced community outreach and engagement.
- Reduced criminal justice diversion and deflection.
- Reduced capacity to work effectively and efficiently with the IM and PCOB.
- An inability to adequately staff special events in the City of Madison.
- Reduced traffic safety/enforcement efforts.
- Less time for effective problem-solving.
- Diminished patrol visibility and response time.

These impacts will be felt by all members of the community for many years and will make a return to current service levels incredibly difficult.

Respectfully,



Shon F. Barnes
Chief of Police

CC: Assistant Chief John Patterson
Finance Manager Teague Mawer

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Police
Enter your Service:	Administrative Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The purpose of Administrative Services is to provide department support services, to provide guidance on policy and personnel questions, and to provide services to the citizens we serve. The goal is to handle these services in a thorough, professional, and expeditious manner to retain the trust and confidence in the department employees and the public.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Administrative Services includes Records, Technology, Public Records, Property, Data and Crime Analysis, Executive Administration, Court Services, Professional Standards and Internal Affairs, Finance and Human Resources.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	53 - SUPPLIES	-$26,003	Internal reallocations primarily from office supplies, copying, computer supplies, equipment and work supplies to primarily address inflationary increases elsewhere and provide additional funding for third party transports.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 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.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Police
Enter your Service:	Community Support Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The purpose of Community Support Services is to provide a broad range of coordinated and collaborative support resources to the department and the public. The goal of Community Support Services is to provide district specific complaint and incident response, mental health support and response, individual neighborhood service and support, community outreach initiatives and trust building, public high school service and support, crime prevention and use of force documentation. In emergent situations, these units supplement patrol resources, special operations services, and investigative services.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Community Support Services includes Community Policing Teams, Neighborhood Officers, Neighborhood Resource Officers, Mental Health Services, Emergency Preparedness, and the Community Outreach Research Education (CORE) Team.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

See below.

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 2025 budget?

This is a technical correction only to align with Results Madison. Six officer positions for the Mental Health Unit are being moved into the correct Results Madison org code.

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Police
Enter your Service:	Criminal Investigative Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The purpose of Criminal Investigative Services is to apply a broad range of professional investigative and analytical skills toward examining nefarious activities with the goal of holding offenders accountable to promote public safety and prevent further harm to victims.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Criminal Investigative Services includes Detectives in the Districts and Investigative Services Bureau, the Dane County Narcotics Task Force, Forensics, Pawn Tracking, Criminal Intelligence, and the Gang Neighborhood Crime Abatement Team.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

See below.

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 2025 budget?

This is a technical correction only to align with Results Madison. The Forensic Lab Technician positions is being moved into the correct org code.

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Police
Enter your Service:	Patrol Operations & Traffic Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

Patrol Operations and Traffic Services is responsible for general field operations, community engagement, traffic safety and enforcement, parking safety and enforcement, and pedestrian safety and enforcement. The goal is to provide first police responses to public safety concerns and emergencies.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Patrol Operations and Traffic Enforcement includes Patrol Services, Traffic Enforcement, Mounted Patrol, Canine, SWAT and Special Events Teams, Honor Guard, UAS, and Dignitary Protection.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	$110,000	Technical adjustment of former employee court payments and cost-recovery overtime budget for Special Duty to align with higher actuals (expenses for which are offset by revenue).
1100 - GENERAL	53 - SUPPLIES	$13,500	Internal reallocations to primarily help address inflationary increases for equipment and vehicle supplies.
1100 - GENERAL	43 - CHARGES FOR SERVICES	$100,000	Technical adjustment of cost-recovery revenue budget for Special Duty to align with higher actuals (expenses for which are offset by revenue).
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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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 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.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

See below.

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 2025 budget?

This is a technical correction only to align with Results Madison. Six officer positions were preloaded under a Service which is being eliminated, so this proposal updates their org code. Also, six officer positions for the Mental Health Unit are being moved into the correct Results Madison org code.

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Police
Enter your Service:	Training

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

The purpose of Training is to provide training to, and continuously improve, all internal personnel as well as external customers in law enforcement and the community at large. It includes improving and maintaining the MPD Forward Policing Training Center, recruiting a diverse officer pool, developing leadership skills at all levels, and keeping personnel proficient across a host of topics such as de-escalation and use of force. Training also strives to keep the Madison Police Department at the forefront of "trust-based" community policing, problem solving, quality improvement and nationally recognized for innovation and leadership.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Training includes the pre-service Academy, Mentoring, Instruction, Recruitment, Departmental In-Services, and Specialized Training.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency	Police
5% Minimum Target	**4,761,107**
Total Amount Identified	4,761,107

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
317 - ADMINISTRATIVE SERVICES	Close district windows and reduce services provided by records staff; experiment with private transcription service for police reports. Eliminate up to 8 FTE civilian records positions.	General public.	Reduced community accessibility to police services.	8.00	$ 324,387
314 - COMMUNITY SUPPORT SERVICES	Eliminate Community Outreach section. Repayment of federal COPS Grant. Eliminate 8 Police Officers, 1 Sergeant, 1 Captain, 1 Lieutenant, 1 Community Relations Specialist = 12 FTEs.	General public.	Reduced community engagement, diversion and deflection efforts, and proactive crime prevention.	12.00	$ 805,955
315 - CRIMINAL INVESTIGATIVE SERVICE	Eliminate Gang & Neighborhood Crime Abatement Team (GNCAT). Eliminate 8 Police Officers, 2 Sergeants = 10 FTEs.	General public.	Reduced capacity to respond to and investigate violent crimes.	10.00	$ 1,048,800

5% Minimum Target	**4,761,107**
Total Amount Identified	4,761,107

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
313 - PATROL OPS & TRAFFIC SERVICES	Reduce staffing for patrol services and Community Policing Teams. Eliminate 3 Police Officers in patrol, 10 Community Policing Team Officers, 2 Community Policing Team Sergeants = 15 FTEs.	General public.	Reduced capacity to respond to calls for service and provide focused community engagement.	15.00	$ 1,561,800
313 - PATROL OPS & TRAFFIC SERVICES	Eliminate daytime Traffic Safety and Enforcement Team (TEST). Eliminate Records Services Clerk supporting Traffic Unit. Eliminate 1 Records Services Clerk, 5 Police Officers in TEST, 1 Sergeant = 7 FTEs.	General public.	Reduced traffic enforcement capacity.	7.00	$ 699,265
317 - ADMINISTRATIVE SERVICES	Eliminate records support position and executive lieutenant. Eliminate 1 60% Records Clerk, 1 Lieutenant = 1.6 FTEs.	General public.	Reduce responsiveness and accessibility of records services and executive support.	1.60	$ 170,900
317 - ADMINISTRATIVE SERVICES	Eliminate employee wellness check program.	General public.	Reduced mental health and wellness support to employees in law enforcement.	0.00	$ 150,000

Public Health Madison Dane

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	7,591,070	9,656,299	9,657,444	10,316,892	10,855,252	10,855,252
Permanent	8,455	-	75,575	-	-	-
Public Health Madison D	22,313,337	22,497,169	25,331,983	24,621,789	24,450,287	23,522,999
Total	**29,912,862**	**32,153,468**	**35,065,002**	**34,938,681**	**35,305,539**	**34,378,251**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Administration						9,073,909
Animal Services						1,456,648
Disease Control and Prevention						6,633,952
Emergency Response Planning						1,768,964
Environmental Protection	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					1,163,335
Healthy Beginnings						5,722,872
Licensing Regulation & Enforce						4,382,111
Policy Planning and Eval						672,471
Population Health Strategies						3,503,989
Total	**29,912,862**	**32,153,468**	**35,065,002**	**34,938,681**	**35,305,539**	**34,378,251**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(18,554,737)	(16,258,610)	(20,704,815)	(18,269,381)	(18,636,859)	(17,209,213)
Charges For Services	(478,935)	(916,846)	(798,923)	(1,084,379)	(1,084,379)	(1,118,009)
Licenses And Permits	(2,966,102)	(3,195,753)	(3,031,524)	(3,244,529)	(3,244,529)	(3,695,794)
Invest Other Contrib	(318,740)	(309,596)	(422,090)	(289,000)	(289,000)	(289,000)
Misc Revenue	(3,278)	(12,500)	(10,857)	(12,500)	(12,500)	(14,000)
Other Finance Source	-	(1,071,364)	349,085	(1,238,980)	(700,000)	(1,196,982)
Transfer In	(7,591,070)	(10,388,799)	(10,445,877)	(10,799,912)	(11,338,272)	(10,855,252)
Total	**(29,912,862)**	**(32,153,468)**	**(35,065,002)**	**(34,938,681)**	**(35,305,539)**	**(34,378,251)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	16,275,152	18,898,032	18,297,507	20,405,692	20,303,238	20,219,293
Benefits	6,447,680	7,276,822	7,328,465	8,325,230	9,093,796	8,821,919
Supplies	843,219	1,363,585	762,744	1,383,389	1,390,689	1,090,687
Purchased Services	2,680,023	4,112,167	3,507,516	4,310,837	3,990,553	3,740,279
Debt Othr Financing	3,534,192	302,822	4,981,606	283,202	283,202	283,202
Inter Depart Charges	99,262	90,041	120,497	120,331	134,061	112,872
Transfer Out	33,333	110,000	66,667	110,000	110,000	110,000
Total	**29,912,861**	**32,153,468**	**35,065,002**	**34,938,681**	**35,305,539**	**34,378,251**

2025 Operating Budget Transmittal Memo

Public Health
MADISON & DANE COUNTY
Healthy people. Healthy places.

TO: Mayor Satya Rhodes-Conway

FROM: Janel Heinrich, Executive Director/Health Officer, PHMDC

DATE: August 1, 2024

SUBJECT: 2025 Operating Budget Transmittal Memo

CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Aligned with the mission and values of the City of Madison, the vision of Public Health 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'.

Public Health is comprised of 9 major services representing more than 40 programs, initiatives and areas of public health practice. These services include Administration, Animal Services, Disease Control & Prevention, Emergency Response Planning, Environmental Protection, Healthy Beginnings, Licensing, Regulations, and Enforcement, Policy, Planning and Evaluation, and Population Health Strategies. Most of our services are mandated within state statute, in City of Madison or Dane County Ordinance and/or the result of contracts or policy decisions made by our legislative bodies. Our services are aligned with the 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" elements.

The 2025 Public Health budget of $34.38M reflects equalized value contributions from the City (43.44% = $10.8M); the County (56.56% = $13.4M); fees, licenses, & services ($4.8M); contracts and grants ($4.2M) and fund balance application ($1.2M).

Alongside all city departments, Public Health was given the difficult directive of identifying ways to reduce expenses by 5% of City levy contribution--the equivalent of $543,762—while endeavoring to minimize the impact on those with the least resources. This has been particularly challenging for our agency as the role of public health is to provide a safety net to the most vulnerable in our community—whether that is by providing direct services to individuals, protecting the health of the population to care for those most at risk of poor outcomes, or working in partnership with stakeholders to leverage our resources for program and system changes to improve health outcomes.

In 2024, the City contribution to the Public Health budget of $10.3M was equivalent to 2.5% of the City operating Budget of $405M. Detail of the Public Health budget can be found within the Public Health and Safety group which represents the largest share of the City budget at $172.4 M (42.5%) as described in City of Madison budget documents. *However*, the Public Health budget makes up *only* 5.98% of this service group. Our budget can be further broken down as follows:

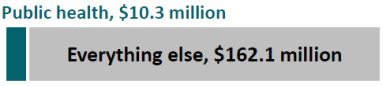
- **84.4%** Personnel costs
- **10.9 %** Services (contracts)
- **3.2 %** Supplies
- **1.5%** Other (Principal & Interest, Interdepartmental charges, overhead)

Public Safety & Health

Public Health is part of the Public Safety & Health group, which has a total budget of $172.4 million. While this group makes up the largest share of the total budget, Public Health is only 6% of this budget. Other agencies in this group include:

- Fire ($70.6 million)
- Office of the Independent Monitor ($0.5 million)
- Police ($91 million)

Public health is 6% of the City's total Health and Safety budget.



Reallocations, Variance and Other Changes

The overall 2025 Operating Budget request for Public Health Madison and Dane County is $34,378,250. This total is $927,288 lower than the cost to continue calculation due to a variety of factors detailed below.

Revenues: The primary driver of the reduction of revenues for the 2025 Operating Budget request is the loss of grant funding due to the end of the funding cycle. Specifically, Public Health had received American Rescue Plan Act (ARPA) funding from the City of Madison for violence prevention efforts ($1.2M) and from the WI Department of Health Services for COVID Response and Recovery efforts ($3.39M) over the past 3 years. Both those grants are ending at the end of 2024, as is a recurring HIV grant from the WI Department of Health Services.

Expenses: With the significant reduction in grant revenues, the budgeted expenditures reduced by the same amount. There are several positions that were funded by grants that will no longer be continuing. This reduced expenses in both the Salaries and Benefits majors. The positions previously funded by the grants aligned with equity values and goals related to improved language access, centering community voice, and continuous quality improvement toward more equitable service delivery. Supplies and Purchased Services majors also decreased due to reduced grant funding. Specifically, with the ending of the City of Madison ARPA grant, there are significantly less funds that will go out to community organizations working on violence prevention efforts.

For 2025 we are proposing the following changes:

1) **Licensed Establishment Program Increase in Inspection and Penalty Fees.** Public Health, as an agent for the state of WI, licenses and inspects retail food establishments, lodging facilities, public swimming pools, recreational and educational camps, campgrounds, beaches, and manufactured home communities to prevent illness and ensure safety. This program is entirely fee supported.
Public Health is committed to promoting equity in our licensed establishment program. In 2020 we incorporated a sliding scale for re-inspection fees based on the annual gross sales; however, when implementing the sliding scale, the total revenue from re-inspections remained the same and has not been increased since 2015. After reviewing all fees and the workload associated with service provided by the fee, we have realized that the fees no longer cover the cost of these services. Therefore, we are proposing the following fee increase.

   For proposal ***a*** - operators in the three lowest gross sales categories are still paying less than what they paid back in 2015-2019 due to the equitable sliding scale. For proposal ***b*** – due to the staff time that is given to assist new business owners, or existing owners doing a major expansion, plan review and pre-inspection fees will be more for all operators; the equitable sliding scale based on gross sales is incorporated into these fees.

a. 50% increase in re-inspection fees (approx. $50K increase in revenue)

Anticipated Gross Annual Food and Drink Sales	First Reinspection Fee		Second Reinspection Fee		Third & Subsequent Reinspection Fee	
	Current	Proposed	Current	Proposed	Current	Proposed
$0 - $10,000*	$25.00	$37.50	$50.00	$56.25	$50.00	$112.50
$10,001 - $100,000	$50.00	$75.00	$75.00	$112.50	$75.00	$225.00
$100,001 - $250,000	$75.00	$112.50	$150.00	$225.00	$150.00	$450.00
$250,001 - $500,000	$150.00	$225.00	$250.00	$375.00	$250.00	$750.00
$500,001 - $1,000,000	$250.00	$375.00	$500.00	$750.00	$500.00	$1,500.00
$1,000,001 - $5,000,000	$500.00	$750.00	$750.00	$1,125.00	$750.00	$2,250.00
Greater than $5,000,000	$750.00	$1,125.00	$1,000.00	$1,500.00	$1,000.00	$3,000.00
Other categories: hotel, motel, tourist rooming house, bed & breakfast, pool, rec. ed. camp, manufactured home community, beaches or campground	$150.00	$225.00	$250.00	$375.00	$250.00	$750.0

**prepackaged not serving meals only*

b. 50% increase in plan review / pre-inspection fees (approx. $90K increase in revenue)

Anticipated Gross Annual Food and Drink Sales	Plan Review / Pre-inspection Fee	
	Current	Proposed
$0 - $10,000*	$375.00	$562.50
$10,001 - $100,000	$400.00	$600.00
$100,001 - $250,000	$450.00	$675.00
$250,001 - $500,000	$500.00	$750.00
$500,001 - $1,000,000	$600.00	$900.00
$1,000,001 - $5,000,000	$700.00	$1,050.00
Greater than $5,000,000	$800.00	$1,200.00
Other categories: EXISTING hotel, motel, tourist rooming house, bed & breakfast, pool, rec. ed. camp, manufactured home community, beaches or campground	$250.00	$375.00
Other categories: NEW hotel, motel, tourist rooming house, bed & breakfast, pool, rec. ed. camp, manufactured home community, beaches or campground	$375.00	$562.50

**prepackaged not serving meals licenses only*

c. 50% increase in other fee types (approx. $10K increase in revenue)
These other fee types include operating without a license, operating without a certified food manager, special conditions inspections, consultations, HACCP plan inspections. We also would like to propose an additional fee category for risk control plans, in alignment with the FDA Retail Food Program Standards. These fees have not been increased since 2015, and revenue from these fees is no longer covering the cost to perform these services.

Other Fee Categories	Fees	
	Current	Proposed
Operating without a license	$250.00	$375.00
Operating without a certified food manager	$150.00	$225.00
Special Conditions Inspections	$250.00	$375.00
HACCP Plan Review	$100.00	$150.00
HACCP Plan Verification	$100.00	$150.00
Risk Control Plan (new)	n/a	$150.00

d. Increase penalty/late fee to 25% (approx. $30K increase in revenue).

The current late fee penalty of 15% has never been increased. Annually, on average, 20% of licensed operators pay late which means operators are operating without a valid license for up to two months while staff are working to collect fees or close the establishment.

Year	15% penalty fee (current)	25% penalty fee (proposed)
2024	$47,861.10	$79,768.50
2023	$43,621.73	$72,702.88
Average	$45,741.41	$76,235.69
Variance		$30,494.28

The Licensed Establishment program is entirely fee supported. All the licensing fees go towards consultation, inspection, complaint and outbreak investigation, and regulation and enforcement for all licensed operators. Compared to the previous two license years, the number of active licenses in 2024 is remaining steady and a new DATCP licensing rule for point of sale will significantly increase our number of licenses in 2025. To continue providing high-quality customer-focused services and maintain an optimal span of control, we are requesting that program revenue be utilized to sustain the 1.0 FTE M11 (County ER system) Environmental Health Program Manager. Revenue from all fees is sufficient to support this position and maintain a balanced budget.

2) Animal Services Program License Fee Increase

The volume of work in the Animal Services program is increasing. To cover the increasing cost of services, including anticipated increases in overtime and on-call expenses, we are proposing a fee increase for dog licenses. It has been over five years since the last Animal Services fees were increased. We are proposing to increase the licensing fee for dog licenses in Dane County as follows:

- Altered dogs raised from $11 to $16
- Unaltered dogs raised from $11 to $26

Studies have shown that most dog bites are caused by intact male dogs; because unaltered dogs pose a greater risk, the fee will be $10 more. For a comparison, the City of Milwaukee charges $18 for altered, and $36 for unaltered dogs.

We project the increase in fees will result in an additional $169,105 for the Animal Services program. This projection was calculated based on actual numbers from 2023. The table below compares current fees to the proposed fee increase:

		Current Fees	Proposed Increase in 2025
	Count	Fee ($11 all)	Fee ($16 altered, $26 unaltered)
Total altered	27236	$ 299,596.00	$ 435,776.00
Total unaltered	2195	$ 24,145.00	$ 57,070.00
Total	29431	$ 323,741.00	$ 492,846.00

3) **Unassigned Fund Balance Application of $496,982**- to sustain funding for 4.5 of 6.0 FTE project positions. The remaining 1.5 FTE will be supported by grant funds in 2025. The positions support critical areas of infrastructure in communicable disease and administration and have been funded since 2020 with COVID Response and Recovery dollars.

Communicable Disease

The Communicable Disease Program (found in the Disease Control and Prevention Service) is responsible for tracking and controlling the incidence (occurrence) and spread of communicable diseases in Dane County. Under Wisconsin statute chapter 252, local health departments have primary responsibility for communicable disease follow-up in the state. In Wisconsin, there are over 100 reportable communicable diseases and other conditions.

As the field of communicable diseases evolves and our community grows and changes, the Communicable Disease (CD) Program must adapt to meet the changing needs and without these additional resources will fall further behind in our ability to provide timely and comprehensive care and support to individuals and organizations. Over the last five years, the CD Program's workload has grown substantially without the resources to support it. The overwhelming workload includes:

- Increasing Frequency of Emerging Diseases and Emergency Responses
    - In the past, our staffing structure has only had to support the occasional outbreak or emergency disease response. However, with a changing landscape we have seen outbreaks and emergencies not only occurring one right after another, but also overlapping with one another greatly reducing our ability to respond to the emergency along with our routine work. In addition to response efforts to COVID19 in 2020 we have also seen constant and / or overlapping responses in Monkeypox, Ebola, Highly Pathogenic Avian Influenza (HPAI), Measles and Pertussis.
- Expanded Scope of Mandated Follow-up
- Additional Follow-up with Children with Elevated Lead Levels
- Lack of Capacity to Maintain Existing Disease Response

The following positions have been working with the Communicable Disease program and have proven expertise and experience with the program.

- Public Health Supervisor Communicable Disease (Pos # 3329)
- 0.5 Public Health Preparedness Coordinator x 2 (Pos # 3340; 3341)—both working in the communicable disease / disease control program.

Administration

- Grant Manager (Pos No# 3345) – number of grants and contracts that we manage since the pandemic have more than doubled to 44 distinct grants. This person is responsible for billing

over $8.4M worth of grant revenues. Without this person, we would not have the staff capacity to bill these grants and we would lose these revenues that support our programs.

- Violence Prevention Grant Program Specialist (Pos No# 3420)—This individual provides support for community-based contracts and grant opportunities across the department. This includes RFP development, contract development, grantee management and support, evaluation of efforts.

- 0.5 Public Health Specialist (Pos No# 3337)— This position supports and coordinates facilities projects across all office and clinic locations for all staff, including logistical coordination and administrative support in the redevelopment of the new South Madison office and clinic location. The second half of their FTE will be dedicated to emergency preparedness activities and will be grant-funded.

5% Reduction Proposal

A challenge unique to Public Health in developing our reduction proposal is the result of differing timelines for the Dane County and City of Madison Budget hearings and approval process. The County budget hearings are scheduled to conclude before the November 5th election—during which City residents will also vote on a referendum and the City of Madison budget hearings starting on November 11th—one week after election day. The timing of these hearings and the complex financial scenarios the City might face make the Public Health budget even more complicated and are factors that we considered when identifying items to be considered for reduction.

As a result, we present the following initiatives or contracts that are solely City-funded, as allowed for in the Intragovernmental Agreement (IGA) that created Public Health Madison & Dane County for consideration to meet the 5% reduction. The target is $543,762 (5% of the 2025 City Levy contribution of $10.8M). The City priorities include the following contracts or initiatives in the sum of $548,672 and are itemized as follows:

Wellness Initiatives ($10,000)-provides $3,000 to the Foundation for Black Women's Wellness to support the Annual Conference focused on providing education and building a community of practitioners aligned in the goal of eliminating health inequities for Black women. The remaining $7,000 is combined with $7,000 of funding from Dane County to create the Healthy Communities Fund—a mini-grant program that offers flexible funds to Dane County organizations focused on improving health outcomes across a variety of topics.

Narcan for business ($15,000)- funding to purchase Narcan to distribute to establishments that may experience high volume of overdoses. The impact of reducing or eliminating this funding stream is minimal as Public Health now receives Narcan at no cost from the State Department of Health services.

Vivent Health ($27,394)- The City of Madison has had a contract with Vivent Health since it was known as AIDS Resource Center of WI. This funding provides support for HIV Case management services and connection with additional service providers for individuals diagnosed with HIV.

Safe Communities-Substance Use and Injury Prevention ($78,278) - The City of Madison has allocated resources to Safe Communities to provide training, education and coordinate community efforts to prevent substance misuse, overdose and abuse. Though the number of overdose deaths decreased in 2023, this is a problem that has wide reaching impact throughout our community.

Safe Communities-Injury Prevention ($20,000) - Supports efforts to reduce the burden of accidental injury and injury related death in the City of Madison through coalition engagement and capacity building-training, outreach, and education efforts.

Access Community Health Center (ACHC) ($188,000) -The City of Madison has provided support to ACHC for over 20 years. There are over 20,000 uninsured individuals in Dane County, many of whom live in the City of Madison. These resources provide care for almost 200 individuals who have no other access to health care services—providing 3 medical visits / year and establishing a medical home; uninsured children do not pay for any services. Improved access to care and health outcomes are proven to increase access to opportunity—whether through stable education or employment.

Violence Prevention Contract ($210,000)- Though not budgeted with specificity but administered via RFP, Focused Interruption Coalition has been the recipient of this funding since the funds were allocated. Reducing this funding would result in a smaller violence prevention footprint and compromise the ability to provide hospital-based intervention and prevention services to those involved in violent incidents. The Public Health Violence Intervention unit's caseload for services already exceeds what we are able to manage internally with a staff of 1.5 FTE of violence intervention and outreach specialists.

I appreciate your consideration of our 2025 Operating Budget proposal and look forward to continued discussion over the coming months.

Regards,



Janel Heinrich, MPH, MA
Executive Director/Health Officer
Public Health Madison & Dane County

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Budget and Finance: Manage all budgeting and accounting functions including development and monitoring of budgets, purchasing, payroll, billing, and contract monitoring.
- Administrative and Facilities Support: Manage operations, administrative support, and overhead expenses for all office locations.
- Communications: Develop and implement internal and external communications
- Strategic Initiatives: Lead quality improvement and performance management activities and provide project management in pursuit of Public Health Accreditation Board accreditation for the department.
- Epidemiology and Data Science: Collect, analyze, and translate health-related data to assess community health status, track trends, prevent diseases, and inform policies and programs to improve health.
- Workforce Development: Manage all human resources and workforce development functions, including the hiring process, orientation, on boarding, professional development, and employee evaluation processes.
- Health and Racial Equity: Develop, implement, and support a framework to build agency capacity so that (1) Public Health will be a highly effective organization that operates with health and racial equity as a guiding principle; and (2) health outcomes in Dane County will not be determined by race, class, gender, income,
- or other group status.
- Language Access: Develop policies and lead processes to provide access to Public Health services for people whose primary language is other than English.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	1427646	Reduction resulted from grant funding cycles ending from WI Department of Health Services, specifically the ARPA grant and HIV grant. Reductions seen in Emergency Response Planning and Disease Control and Prevention Service areas.
6100 - PUBLIC HEALTH MADISON DANE	43 - CHARGES FOR SERVICES	-33630	Reduced anticipated budget to more closely align budget to past year actuals in Emerging Contaminants program in Environmental Protection Service area.
6100 - PUBLIC HEALTH MADISON DANE	44 - LICENSES AND PERMITS	-451265	Increased anticipated budget as newly trained staff in Licensed Establishments program are projected to be working up to capacity in 2025, as well as planned fee increases for pre-inspection and re-inspection fees in Licensed Establishment operators, and animal license fees. Increase in Licensing, Regulation, & Enforcement Service and Animal Services Service areas.

6100 - PUBLIC HEALTH MADISON DANE	48 - OTHER FINANCE SOURCE	-496982	Various shifts. Increase in fund balance application for 2025 budget year of $700K for levy offsets, $496K to continue funding existing project positions in areas of critical infrastructure for the department with the increases seen in Administration and Disease Control and Prevention Service areas. Reduction of one-time funding for Humane Society Contract in the Animal Services Service area. Ended one-time application of License Establishment restricted reserve funds in Licensing, Regulation, and Enforcement Service area.
6100 - PUBLIC HEALTH MADISON DANE	49 - TRANSFER IN	483020	Reduction in the transfer in of City of Madison ARPA grant funds for Violence Prevention in the Population Health Strategies Service area.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	-83945	Decrease due to grant-funded positions ending with the end of their corresponding grant funding cycle. Reductions in Emergency Response Planning Service areas.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	-271877	Decrease due to grant-funded positions ending with the end of their corresponding grant funding cycle. Reductions in Emergency Response Planning Service areas.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	-300002	Reduced supply needs due to ending of the HIV grant, in the Disease Control and Prevention Service.
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	-250274	Reduced purchased service needs due to grants ending and one time funding ending. Reductions seen in Emergency Response Planning, Population Health Strategies, and Animal Services Service areas.
6100 - PUBLIC HEALTH MADISON DANE	57 - INTER DEPART CHARGES	-21190	Decrease in expenses paid to Engineering, recorded in the Population Health Strategies Service area.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

After consultation with the Budget Team, Public Health has provided explanations of changes by major category at the agency level. These changes reflect all services.

Base Budget Proposal: Significant Changes

The overall 2025 Operating Budget request for Public Health Madison and Dane is $34,378,250. This total is $927,288 lower than the C2C calculation due to a variety of factors detailed below.

Revenues:

The primary driver of the reduction of revenues for the 2025 Operating Budget request is the loss of grant funding due to the end of the funding cycle. Specifically, Public Health had received American Rescue Plan Act (ARPA) funding from the City of Madison for violence prevention efforts ($1.2M) and from the WI Department of Health Services for COVID Response and Recovery efforts ($3.39M) over the past 3 years. Both those grants are ending at the end of 2024, as is a recurring HIV grant from the WI Department of Health Services.

Expenses:

With the significant reduction in grant revenues, the budgeted expenditures reduced by the same amount. There are several positions that were funded by grants that will no longer be continuing. This reduced expenses in both the Salaries and Benefits majors. The positions previously funded by the grants aligned with equity values and goals related to improved language access, centering community voice, and continuous quality improvement toward more equitable service delivery. Supplies and Purchased Services majors also decreased due to reduced grant funding. Specifically, with the ending of the City of Madison ARPA grant, there are significantly less funds that will go out to community organizations working on violence prevention efforts.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Public Health employees are county employees. The agency request reduces FTEs by 5.0 for project positions funded by grants that have ended. No reclasses are included in the request.

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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Animal Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No changes needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Disease Control and Prevention

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service incorporates program areas which work collectively to minimize the impacts and incidence of infectious and communicable disease as well as work to reduce the prevalence of chronic disease.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Immunizations: Provide immunizations to reduce the spread of disease in our community and to protect the health of current and future generations.
- Sexual and Reproductive Health: Provide testing and treatment for sexually transmitted infections in an inclusive, stigma-free environment for people of all ages, gender identities, gender expressions, and sexual orientations.
- Communicable Disease: Monitor, treat and prevent the spread of infectious diseases.
- Well Woman Program: Breast and cervical cancer screening and prevention 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Emergency Response Planning

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

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

Summary Table of *Major* Changes of $10,000 or More

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Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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

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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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Environmental Protection

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service protects environmental health. The goals of the service include: (1) prevention of groundwater contamination by improperly installed, abandoned or neglected wells and private wastewater treatment systems in Dane County; (2) clean up and prevention of human health hazards such as household hygiene, mold, PFAS, lead and radon; (3) monitoring public beaches to prevent waterborne illness (4) prevention of disease or illness by surveilling common vectors such as mosquitoes and ticks.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- 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.
- Water Sampling: Sample and analyze private water well samples, sample public water, sample and monitor beaches.
- Illicit Discharge Detection and Elimination program: Monitor and sample outfalls, respond to illicit discharge complaints, and elimination of illicit discharges.
- Hazardous Spills/Application Follow up: Respond to complaints of hazardous spills, PAH applications, and sales/use of phosphorus containing materials.

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 **Major level**.

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

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

Summary Table of *Major* Changes of $10,000 or More

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

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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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Healthy Beginnings

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

Programs in this service area are rooted in a Reproductive Justice model to support families in their journey to a healthy beginning.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Women Infants and Children (WIC) Supplemental Nutrition Program: Improve the health of women, infants and children who may be nutritionally at risk by providing nutrition education, access to healthy foods, and referrals to health care.
- Perinatal: Provide home visiting programs for people who are pregnant that give support and information needed to have a healthy pregnancy, birth outcome and successful start to early childhood development.
- Fetal and Infant Mortality: Coordinate a Fetal and Infant Mortality Review (FIMR) process to improve understanding of the conditions that contribute to stillbirth and infant death. Work with community partners to implement strategies to disrupt inequities.
- Maternal and Child Health: Address barriers and inequities the population may face by specifically implementing strategies to advance equity and racial justice, assure access to quality health services, cultivate supportive social connections and community environments, improve perinatal outcomes, and foster positive mental health and associated factors.
- Community Based Public Health Nursing Team: works in partnership with community based service providers. Builds connections and relationships with community organizations and partners to assist in the assessment, policy development and assurance in identifying and linking neighborhoods and community members with needed resources to improve health outcomes.

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

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Summary Table of *Major* Changes of $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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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

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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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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?

☐No – No change to # of FTEs

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

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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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Licensing Regulation & Enforce

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service licenses, educates, consults, regulates and inspects all restaurants, retail food stores, school food programs, public pools, hotels, motels, bed and breakfasts, short term rentals, recreational-educational camps, campgrounds, body art establishments, beaches and mobile home parks in Madison and Dane County. The goal of this service is prevention of foodborne and other communicable disease outbreaks.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Food Program: License, regulate, and enforce all restaurant and retail food establishments; promote health and racial equity within the program, with operators, and within the community; and administer support for licensing, complaints, and operator inquiries.
- Pool Program: License, regulate, and enforce all public pools, including sampling and testing of pool water; promote health and racial equity within program, with operators, and within community; administer support for licensing, complaints, and operator inquiries.
- Lodging Program: License, regulate, and enforce hotels, motels, bed and breakfast, and tourist rooming houses; promote health and racial equity within program, with operators, and within community; and administer support for licensing, complaints, and operator inquiries.
- Tattoo and Body Piercing: License, regulate, and enforce tattoo and body piercing establishments; promote health and racial equity within program, with operators, and within community; and administer support for licensing, complaints, and operator inquiries.

- Other Licensed Establishments: License and regulate campgrounds, recreational and educational camps, manufactured home communities and beaches; promote health and racial equity within program, with operators, and within community, and administer support for licensing, complaints, and operator inquiries.
- 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 wastewater 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.
- Tobacco Compliance: Implement the statewide WI Wins campaign using a science-based strategy to decrease youth access to tobacco products and help retailers avoid fines.

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 **Major level**.

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

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Summary Table of *Major* Changes of $10,000 or More

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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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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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 3. Personnel Changes

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Policy Planning and Eval

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides program planning, policy analysis, evaluation, and systems thinking training and support to internal PHMDC stakeholders in service of program, agency, and community goals.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Policy Analysis/Planning/Evaluation: Provide policy analysis and position statement support, program planning and coordination, and evaluation services to Public Health staff, other government entities and community stakeholders.

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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Click or tap here to enter text.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Public Health Madison Dane
Enter your Service:	Population Health Strategies

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service includes program areas that work to improve the conditions that support positive health outcomes by providing direct services, working in partnership and leveraging our community assets and resources to address the emerging health concerns of the community.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Violence Prevention: Provide strategy, planning, and prevention services to reduce and prevent violence in our community.
- Community Health Assessment/Health Improvement Plan: Gather input from community on health issues, analyze health data, and prioritize health issues to guide development of a Community Health Improvement Plan (CHIP).
- Access to Care: Assure an effective system that enables equitable access to individual services and care needed to promote health. PHMDC is not necessarily responsible for providing individual services, but rather, has a role in ensuring Dane County's access to needed care and services. Activities include assessing, developing, and improving systems that support the delivery of services to improve health outcomes.
- Substance Use Prevention and Harm Reduction: Provide harm reduction and overdose prevention primary prevention strategies by working with partners on trainings and providing supplies to reduce infections and prevent overdose. Supplies include safer use equipment, fentanyl and xylazine test strip kits, injectable naloxone, nasal Narcan, sharps disposal boxes, among others.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Public Health Madison Dane County

5% Minimum Target **542,763**

Total Amount Identified 548,672

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
329 - POPULATION HEALTH STRATEGIES	Narcan for Businesses	Businesses within the City of Madison	Funding to purchase Narcan to distribute to establishments that may experience high prevalence of overdoses. Was included in the budget before Narcan was available over the counter. Minimal impact to businesses if this activity is reduced. Public Health now receives Narcan from the State Department of Health Services at no cost, which is available by request to local businesses as supply is available.	N/A	$ 15,000

5% Minimum Target	**542,763**
Total Amount Identified	548,672

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
323 - DISEASE CONTROL & PREVENTION	Contract -- Vivent Health	Contract for Vivent Health, a non-profit, to conduct HIV case management services. Case management includes the following processes: intake, assessment of needs, service planning, service plan implementation, service coordination, monitoring and follow- up, reassessment, case conferencing, crisis intervention, and case closure.	Reduced funding for community partner for HIV case management.The City of Madison has had a contract with Vivent Health since it was known as AIDS Resource Center of WI. This funding provides support for HIV Case management services and connection with additional service providers for individuals diagnosed with HIV. In 2022, there were 290 unduplicated clients who received HIV services at the Madison location: (200 expected to be City of Madison residents), many of whom had at least 1 contact with a case manager, and about 100 who were enrolled in case management services.	N/A	$ 27,394
321 - ADMINISTRATION	Wellness Initiatives	Funding is distributed through the competitive "Healthy Communities Fund" to non-profits working in Dane County to ensure that everyone has fair and just access to the conditions that promote health	Reduced funding available to local organizations that promote health. This funding provides $3,000 to the Foundation for Black Women's Wellness to support the Annual Conference focused on providing education and building a community of practitioners aligned in the goal of eliminating health inequities for Black women. The remaining $7,000 is combined with $7,000 of funding from Dane County to create the Healthy Communities Fund—a mini-grant program that offers flexible funds to Dane County organizations focused on improving health outcomes across a variety of topics. In 2023, a total of 33 applications were received requesting $178,504. Four organizations were awarded funding of $14,000 in combined City and County funds.	N/A	$ 10,000

5% Minimum Target	**542,763**
Total Amount Identified	548,672

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
329 - POPULATION HEALTH STRATEGIES	Contract -- Safe Communities Substance Use Prevention and Injury Prevention	Contract for Safe Communities, a non-profit coalition, to provide education and training around substance use, harm reduction and recovery.	Reduced resources available to address the growing problems of prescription drug misuse, abuse, and overdose in the City of Madison through training, eduction and community relationships. Though the number of overdose deaths decreased in 2023, this is a problem that has wide reaching impact throughout our community.	N/A	$ 78,278
329 - POPULATION HEALTH STRATEGIES	Safe Communities Coalition	Contract for Safe Communities, a non-profit coalition, to connect community organizations advancing injury prevention efforts.	Reduced resources available to reduce the burden of accidental injury and injury-related death in the City of Madison through coalition engagement and communication strategies to build collaboration and capacity to carry out injury prevention activities.	N/A	$ 20,000
329 - POPULATION HEALTH STRATEGIES	Contract -- Access Community Health Centers	Contract for Access Community Health Centers, a non profit, to provide outpatient medical services to residents who have no health coverage of any kind and are not able to pay for their own care.	The City of Madison has provided support to ACHC for over 20 years. There are over 20,000 uninsured individuals in Dane County, many of whom live in the City of Madison. These resources provide care for almost 200 individuals who have no other access to health care services—providing 3 medical visits / year and establishing a medical home; uninsured children do not pay for any services. Improved access to care and health outcomes are proven to increase access to opportunity—whether through stable education or employment.	N/A	$ 188,000

5% Minimum Target	**542,763**
Total Amount Identified	548,672

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
329 - POPULATION HEALTH STRATEGIES	Contract -- Violence prevention programming	Contract with Focused Interruption, a non profit, to provide hospital-based violence intervention services.	Reduced funding available to providers intended to support hospital-based violence prevention interventions. Though not budgeted with specificity but administered via RFP, Focused Interruption Coalition has been the recipient of this funding since the funds were allocated. Reducing this funding would result in a smaller violence prevention footprint and compromise the ability to provide hospital based intervention and prevention services to those involved in violent incidents. The Public Health Violence Intervention unit's caseload for services already exceeds what we are able to manage internally with a staff of 1.5 violence intervention and outreach specialists. . There is a need for hospital-based intervention as violence prevention ecosystem. The Public Health caseload for violence intervention servcies exceeds what we are able to manage internally, and we are not able to provide hospital based violence intervention services.	N/A	$ 210,000

Sewer

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Sewer Utility	53,236,207	54,131,240	61,532,079	59,056,110	59,056,110	63,020,990
Total	**$ 53,236,207**	**$ 54,131,240**	**$ 61,532,079**	**$ 59,056,110**	**$ 59,056,110**	**$ 63,020,990**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Sewer Engineering And Admin	18,887,467	17,219,883	24,218,995	17,901,737	17,785,426	18,731,167
Sewer Operations	34,348,740	36,911,357	37,313,084	41,154,372	41,270,684	44,289,823
Total	**$ 53,236,207**	**$ 54,131,240**	**$ 61,532,079**	**$ 59,056,110**	**$ 59,056,110**	**$ 63,020,990**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(116,509)	-	(11,216)	-	-	-
Charges For Services	(50,824,160)	(52,692,000)	(55,414,261)	(57,313,410)	(57,313,410)	(61,011,490)
Licenses And Permits	(11,517)	(15,200)	(21,919)	(12,700)	(12,700)	(19,500)
Fine Forfeiture Asmt	(1,664,047)	(920,000)	53,896	(780,000)	(780,000)	(790,000)
Invest Other Contrib	(497,478)	(188,800)	(1,675,252)	(900,000)	(900,000)	(1,150,000)
Misc Revenue	(73,199)	-	(9)	-	-	-
Other Finance Source	(49,263)	(315,240)	(4,428,424)	(50,000)	(50,000)	(50,000)
Transfer In	(35)	-	(34,893)	-	-	-
Total	**$ (53,236,207)**	**$ (54,131,240)**	**$ (61,532,079)**	**$ (59,056,110)**	**$ (59,056,110)**	**$ (63,020,990)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	3,120,524	3,451,345	3,096,513	3,735,057	3,822,475	3,828,025
Benefits	1,052,370	1,596,507	1,357,231	1,661,485	1,656,635	1,672,452
Supplies	251,951	512,690	324,716	375,500	375,500	380,500
Purchased Services	33,044,864	33,537,439	35,356,761	37,757,740	37,772,251	40,765,273
Debt Othr Financing	12,775,435	11,101,624	18,605,745	11,574,298	11,445,862	12,548,803
Inter Depart Charges	3,165,433	3,321,635	3,034,553	3,409,830	3,441,187	3,320,937
Inter Depart Billing	(402,281)	(495,000)	(408,053)	(495,000)	(495,000)	(495,000)
Transfer Out	227,911	1,105,000	164,614	1,037,200	1,037,200	1,000,000
Total	**$ 53,236,207**	**$ 54,131,240**	**$ 61,532,079**	**$ 59,056,110**	**$ 59,056,110**	**$ 63,020,990**

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 19, 2024
SUBJECT: 2025 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 over 800 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 2025 work plan includes replacement of aging infrastructure, such as 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. Over the last 5 years, we have averaged fewer than 10 sewer main back-ups; depending on the benchmark used, this is at least $1/6^{th}$ of what would be expected for a system our size. We continue to leverage our new technologies to improve our asset management goals and priorities, along with improving efficiency throughout the design, construction, and maintenance processes. The 2025 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 allows us to better inspect and rate the existing conditions of our facilities to help prioritize areas in need of investments.

Enterprise Agencies

With this proposed budget, the Sewer Utility is proposing a 6.5% increase to rates for 2025, with almost 70% of that rate increase being attributed to rate increases for treatment charges by Madison Metropolitan Sewerage District, with remainder primarily being debt service for capital projects. In total, this amounts to an estimated increase of approximately $2.28/month for the average customer.

To help manage and limit rate increases, the sewer utility is consistently working to find more cost-effective ways to manage our system. For example, as the sewer system within the City continues to age, we have expanded our trenchless rehab program, allowing us to address aging infrastructure without the more costly, open-trench sewer reconstructions. Improved technologies to more accurately and efficiently identify defects in our system will allow us to better prioritize major investments. The Sewer Utility is also involved in the expanded use of Autodesk Construction Cloud in Engineering, and this platform will improve collaboration and eliminate redundant, manual tasks, improving efficiency and reducing the need to add staff as the City's population, and our sewer collection system to serve that population, continue to grow.

The Sewer Utility is also a 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 was 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)

Engineering has a couple of budget neutral proposed position reclassifications. Neither position is fully funded out of the Sewer Utility, but each position does have a Sewer Utility allocation. These positions also appear within the other relevant proposed Operating Budgets for Engineering.

- Recreate Public Works General Supervisor (18/10) as an Engineering Operations Manager (18/15) – position would create clearer line of communication and collaboration between Operations and Engineering management and will also provide for the ability to adequately succession plan for near future retirement of leadership with adding more complexity and responsibility to the role.
- Recreate Surveyor 2 (18/8) as GIS Specialist 2 (18/8)

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Sewer
Enter your Service:	Sewer Engineering And Admin

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the inspection, planning, design, evaluation, and construction of the City's sanitary sewer collection system. The sanitary sewer collection system includes 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).

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- 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.
- Construction Inspection: Ensure sanitary sewer construction complies with plans and specifications for Public Works projects.
- 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2110 - SEWER UTILITY	56 - DEBT OTHR FINANCING	$1,320,000	Increase to Principal and Interest for 2024 Revenue Bonds. These amounts will change once actual bond sale occurs in December.
2110 - SEWER UTILITY	57 - INTER DEPART CHARGES	-$122,720	Reduction in Inter-D Charges from Water Utility reflective of updated MOU between the two City agencies
2110 - SEWER UTILITY	59 - TRANSFER OUT	-$37,200	Reduction in Transfer to Capital given no Orthos or Waste Oil projects in the Engineering Other Capital Budget for 2025.
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	-$455,981	Increase in customer revenue primarily due to debt service

2110 - SEWER UTILITY	46 - INVEST OTHER CONTRIB	-$250,000	Increase to Interest Income reflective of recent experience
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impact

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Sewer
Enter your Service:	Sewer Operations

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2110 - SEWER UTILITY	54 - PURCHASED SERVICES	$2,893,518	Increase in sewer treatment charges pending actual estimate from MMSD later in the fall
2110 - SEWER UTILITY	54 - PURCHASED SERVICES	$79,500	Increase in Consulting Services for contract with SEWERAI to use artificial intelligence for automated defect recognition analysis of televised pipe inspections
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	-$3,235,599	Increase is customer revenue primarily due to increase in projected sewer treatment costs
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impact

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

Recreate Public Works General Supervisor (18/10) as an Engineering Operations Manager (18/15); plan to initially fill as a Trainee (18/12) in 2025.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Currently, our Operations group is co-managed by 2 general supervisors that report to the Deputy City Engineer. This slight modification would have the EOM lead our Operations group (report directly to the Deputy still), with the remaining PWGS reporting to the EOM. This would allow for more clear and efficient communication, coordination, and planning amongst our Operations group. It would allow for succession planning for projected retirement.

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?

No impact on Equity Action Plan.

Stormwater

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Stormwater Utility	22,448,282	20,632,540	45,846,038	21,999,025	21,999,025	22,540,563
Total	**$ 22,448,282**	**$ 20,632,540**	**$ 45,846,038**	**$ 21,999,025**	**$ 21,999,025**	**$ 22,540,563**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Stormwater Engineering And Adm	19,092,550	16,239,869	42,128,618	17,420,096	17,311,484	17,464,703
Stormwater Operations	3,355,732	4,392,671	3,717,420	4,578,928	4,687,541	5,075,860
Total	**$ 22,448,282**	**$ 20,632,540**	**$ 45,846,038**	**$ 21,999,025**	**$ 21,999,025**	**$ 22,540,563**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(71,170)	-	(1,122,481)	-	-	(1,250)
Charges For Services	(18,822,447)	(19,749,380)	(20,094,631)	(20,881,985)	(20,881,985)	(21,116,298)
Licenses And Permits	(1,900)	(2,500)	(700)	(2,000)	(2,000)	(2,000)
Fine Forfeiture Asmt	(923,292)	(555,040)	(302,020)	(555,040)	(555,040)	(555,040)
Invest Other Contrib	(258,918)	(87,200)	(806,760)	(360,000)	(360,000)	(715,000)
Misc Revenue	(1,163)	-	(33,389)	-	-	(975)
Other Finance Source	(1,403,556)	(238,420)	(21,479,411)	(200,000)	(200,000)	(150,000)
Transfer In	(965,837)	-	(2,006,646)	-	-	-
Total	**$ (22,448,282)**	**$ (20,632,540)**	**$ (45,846,038)**	**$ (21,999,025)**	**$ (21,999,025)**	**$ (22,540,563)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	3,032,028	3,878,607	3,282,082	4,198,867	4,352,040	4,323,720
Benefits	969,602	1,586,304	1,488,703	1,622,748	1,690,771	1,690,895
Supplies	284,599	451,220	395,278	398,200	398,200	430,000
Purchased Services	2,327,333	3,344,878	2,508,071	2,886,428	2,886,939	2,882,546
Debt Othr Financing	15,054,755	10,010,191	37,556,631	11,026,512	10,822,897	11,221,424
Inter Depart Charges	1,141,049	1,176,340	1,040,953	1,254,071	1,235,978	1,216,978
Inter Depart Billing	(408,926)	(420,000)	(425,996)	(425,000)	(425,000)	(425,000)
Transfer Out	47,843	605,000	316	1,037,200	1,037,200	1,200,000
Total	**$ 22,448,282**	**$ 20,632,540**	**$ 45,846,038**	**$ 21,999,025**	**$ 21,999,025**	**$ 22,540,563**

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 19, 2024
SUBJECT: 2025 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, which is a more equitable approach than solely relying on complaints to identify problematic areas. The studies then include proposed solutions to help address 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.

Under capital projects, the stormwater utility has installed a number of stormwater treatment devices (structures, infiltration basins, etc.), which help reach the regulatory requirements on removing phosphorus from stormwater. All of these devices require maintenance to ensure they're functioning properly, and this Operating Budget provides the necessary resources to continue that work. This Operating Budget also covers the costs to continue the City's street sweeping program, and this has proven to be another effective measure to help reach those regulatory requirements.

Enterprise Agencies

With this Operating Budget, the Stormwater Utility would propose a 2% increase to rates for 2025, which is an increase of approximately $0.25/month for the average customer. The primary reasons for the increase are staff salaries and street sweeping charging. The Stormwater Utility continues to work towards finding efficiencies while remaining mindful of long-term operating costs related to the maintenance of stormwater infrastructure installed with capital projects. Additionally, the Stormwater Utility is also working within the Engineering Division to expand our use of the Autodesk Construction Cloud technology to help improve efficiency and reduce redundant, manual tasks.

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 was 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)

Engineering has a couple of budget neutral proposed position reclassifications. Neither position is fully funded out of the Stormwater Utility, but each position does have a Stormwater Utility allocation. These positions also appear within the other relevant proposed Operating Budgets for Engineering.

- Recreate Public Works General Supervisor (18/10) as an Engineering Operations Manager (18/15) – position would create clearer line of communication and collaboration between Operations and Engineering management and will also provide for the ability to adequately succession plan for near future retirement of leadership with adding more complexity and responsibility to the role.
- Recreate Surveyor 2 (18/8) as GIS Specialist 2 (18/8)

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Stormwater
Enter your Service:	Stormwater Engineering And Admin

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- 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.
- 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.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2120 - STORMWATER UTILITY	54 - PURCHASED SERVICES	-$407,110	Reduction of $400,000 under Consulting Services due to wrapping up the watershed studies. This amount was reallocated to the other budget service to do maintenance dredging of stormwater ponds.
2120 - STORMWATER UTILITY	56 - DEBT OTHR FINANCING	-$299,195	Reduction in Principal and Interest due to lower than normal borrowing for 2024. Unspent proceeds from prior borrowing will be used instead to fund most of the capital work in 2024.
2120 - STORMWATER UTILITY	57 - INTER DEPART CHARGES	-$18,620	Reduction in Inter-D Charges from Water Utility reflective of updated MOU between the two agencies
2120 - STORMWATER UTILITY	59 - TRANSFER OUT	-$37,200	Reduction in Transfer Out to Capital due to nothing budgeted for Orthos or Waste Oil in the 2025 Engineering Other Capital Budget
2120 - STORMWATER UTILITY	59 - TRANSFER OUT	$200,000	Increase in Transfer Out to Capital related to Assessments. Utilities front the cost of assessments until paid by citizens over the life of the districts.
2120 - STORMWATER UTILITY	46 - INVEST OTHER CONTRIB	-$355,000	Increase to Interest Income reflective of current experience
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impact

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:
PCN 4805 from Water Resource Spec 2 to Water Resource Spec 3 as a career ladder progression.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

No expected impact

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?

Consistent with plan

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Stormwater
Enter your Service:	Stormwater Operations

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No changes needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No changes needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2120 - STORMWATER UTILITY	51 - SALARIES	-$50,000	Decrease in Overtime based on recent experience
2120 - STORMWATER UTILITY	53 - SUPPLIES	$40,000	Increase in Work Supplies reflective of price increases that have been experienced lately.
2120 - STORMWATER UTILITY	54 - PURCHASED SERVICES	$390,000	Increase in Plant in Service (54445) for maintenance dredging of ponds. This is a reallocation of budget from Service 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No expected impact

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

Allocation changes do not impact current activities or service levels. Needed in 2025 to reflect work assigned to affected positions.

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?

No impact on Equity Action Plan.

Streets

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	26,633,783	26,734,510	27,314,587	27,567,351	29,008,295	29,008,295
Other Restricted	7,423,248	10,005,190	9,649,129	10,690,182	10,831,401	10,903,759
Stormwater Utility	3,676,909	4,233,065	3,912,027	4,393,583	4,558,642	4,558,642
Total	**$ 37,733,940**	**$ 40,972,765**	**$ 40,875,742**	**$ 42,651,116**	**$ 44,398,337**	**$ 44,470,695**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Forestry						6,105,760
Recycling						11,402,069
Right Of Way Maintenance	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					7,706,134
Snow And Ice Control						8,641,341
Solid Waste Management						10,615,392
Total	**$ 37,733,940**	**$ 40,972,765**	**$ 40,875,742**	**$ 42,651,116**	**$ 44,398,337**	**$ 44,470,695**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(5,000)	(5,000)	(10,400)	(5,000)	(5,000)	(5,000)
Charges For Services	(540,980)	(535,000)	(384,574)	(265,000)	(265,000)	(265,000)
Misc Revenue	(49,889)	(49,990)	(113,892)	(89,990)	(89,990)	(89,990)
Total	**$ (595,869)**	**$ (589,990)**	**$ (508,866)**	**$ (359,990)**	**$ (359,990)**	**$ (359,990)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	14,653,956	16,628,054	16,090,412	17,522,159	18,043,467	18,070,467
Benefits	5,348,270	5,715,219	6,143,654	6,312,966	6,449,764	6,450,764
Supplies	1,659,926	2,083,025	1,901,638	2,043,501	2,053,604	2,069,104
Purchased Services	4,686,023	5,293,635	4,103,855	4,772,216	4,873,212	4,645,812
Inter Depart Charges	11,941,651	11,852,823	12,918,251	12,370,264	13,348,280	13,604,539
Inter Depart Billing	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer Out	39,983	-	236,798	-	-	-
Total	**$ 38,329,809**	**$ 41,562,755**	**$ 41,384,608**	**$ 43,011,106**	**$ 44,758,327**	**$ 44,830,685**

TO: Mayor Satya Rhodes-Conway, Finance Director Dave Schmiedicke
FROM: Charlie Romines, Streets & Urban Forestry Superintendent
DATE: July 19, 2024
SUBJECT: 2025 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Streets & Urban Forestry Division remains in the difficult position of stretching current resources to provide our services at levels our residents and elected officials traditionally find acceptable, and these difficulties are compounded by Madison's transformative growth. From 2019-2023, we have added some or all of our services to over 12,000 new residential units.

The vast majority of services Streets staff provides to residents are either on an expected schedules (brush collection, trash collection, etc.) or at the whims of mother nature (snow plowing, summer storm damage), which exacerbates the impacts of enhanced salary savings and the overall 1% citywide budget reduction implemented in the 2024 budget due to ongoing state-imposed revenue restrictions.

Given the reality of resources not covering the increasing costs to continue services to our growing community, the overarching goal of the Streets Division budget is to communicate clearly to our residents what services, and at what levels, they can expect the Streets Division to perform in 2025. Some services will look very different, even in a cost to continue budget, where additional resources are not available to handle the growth.

In the memo below, you will see significant reductions in the area of Street Repair and Brush Collection under the 5% reduction scenario.

You will see further reductions in services to special events and significantly reduced Drop Off site hours in the reallocation section as we move staffing to account for the growth in our curbside solid waste and recycling collections.

If the reductions are not needed, a discussion can certainly be had about reallocating from the current "cut list" if our policy makers prefer those options to reallocate staff to solid waste versus what we have outlined currently.

99% Budget for General, Library, and Fleet Funds

The Streets Division cannot provide all services at current levels to a fast-growing city in the current budget environment.

We have proposed, and Council has adopted, a policy which ends curbside Large Item Collection to residential properties 9 units and larger as well as to businesses where we do not collect solid waste and recycling carts as soon as January 1st 2025.

Additionally, Streets will no longer provide dumpster services to the City's large number of special events such as Le Fete de Marquette and Atwood Fest as examples. These services where selected in part due to the relative ease and availability to substitute City services with private counterparts to perform this work. Much like the change to Large Item Collection explained above, we are removing the City from a fast-growing segment of work that we cannot perform efficiently, grow our resources to match the need, or identify further efficiencies in process to create savings due to the nature of the work.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

The 5% General Fund Budget reduction for the Streets Division totals just over $1.45 million.

To accomplish this reduction, we are proposing three cuts though these cuts will have a rather noticeable ripple effect into Snow and Ice efforts as well.

1) **Reduce Scheduled Brush Collections from 5 to 3 at a savings of $641,000**
    a. Reduces 4.5 FTE
    b. Brush can still be taken to the drop off sites even at reduced hours (See reallocation header below)
2) **Reduce Street Repair by 52% at a savings of $790,564**
    a. Reduces 5.5 FTE
    b. Will largely reduce repair efforts to potholes only
    c. Current services to the City's older mid-city gravel and dirt alleys and unimproved streets will end as well as the larger "mats" currently laid in larger damaged areas of asphalt on city streets.
3) **Olin Ave Drop Off Site closed on Sundays at a savings of $18,851**
    a. Savings reflected in Fleet costs, and seasonal staffing costs
    b. Primarily allows us to shift staff to M-F, especially when taken in conjunction with reallocation closures proposed below
4) **Snow & Ice Reduction as a result of 10 FTE reduction above**
    a. Citywide General Plows completed in 18-24 hours instead of the 12-18 hours currently
    b. Sidewalks, bus stops, crosswalks (including schools) completed in 48 hours instead of 24 hours currently

The Streets Division must reduce staff to meet the budget reductions.

Reductions in staff necessarily mean a reduction in our core Snow and Ice Maintenance efforts.

It is impossible to say with certainty how any winter will play out, which will impact how acutely staffing cuts will impact our snow and ice outcomes.

However, a 10 FTE reduction in addition to the 1% budget reduction, plus the enhanced salary savings, will unavoidably be felt in the area of snow and ice and not all can be mitigated by having a smaller staff working more overtime.

The extent the smaller staff can and will work the overtime will lead to not just additional overtime payouts, but additional compensatory time earned. The effects of this "Comp Time" become more acute by effectively shrinking the staff further as the smaller staff uses more compensatory time off per person.

The 48-hour window for off street winter facility clearing noted above is a result of the smaller workforce. Discussions have also begun with Engineering and Parks regarding the possibility of reducing some services they provide to take on more snow and ice work traditionally done by the Streets Division. How that could work will also depend on cuts those divisions receive. Discussions will continue as the myriads of possible budget scenarios get whittled down.

Enterprise Agencies

The Urban Forestry Special Charge (UFSC) continues to fund Urban Forestry operations within the City. Other than normal and accepted Cost to Continue expenses, we are not proposing any new expenses or service level changes for 2025.

However, the 2025 UFSC rate is anticipated to increase up to 15% or $1.06 monthly for single family residences totaling a $8.18 monthly charge.

This is driven by cost to continue costs as follows:

Forestry personnel costs of $131,170 (14% of the increase)

Fleet Charges of $90,625 (9.6% of the increase)

Water Utility charges of $112,000 (11.9% of the increase)

Under charging for costs from previous years, primarily Fleet and Water billings of $607,890 (64.5% of the increase)

Of note, if we choose not to increase the UFSC to collect from previous years the increase is 5.3% or about 37 cents for a single-family residence.

The good news is that the Resource Recovery Special Charge will not see similar cost to continue pressures. We need to add an additional FTE to handle the growth of the City's curbside recycling collections however even with that cost the rate should remain essentially flat at $3.95 monthly. This could minimally change depending on how the Drop Off site hours and costs change in the 2025 budget.

The MadCap program, managed by the Water Utility, remains in place for lower income residents to receive relieve from this and other charges found on their Municipal Services Bill.

Reallocations and Other Changes

In the Cost to Continue budget scenario the Streets Division finds it will still be necessary to reallocate resources from lower priority services to continue to provide current service levels in the area of solid waste and recycling collections.

Streets will reduce public Drop off site hours as follows:

- All three sites will be closed Sundays, Wednesday and Thursdays.
- Olin Ave will be open Tuesday evening 3:00pm until 7pm and Saturdays from 8am-noon.
- Sycamore and South Point will be open Monday and Friday 7:30am-2:30pm, Tuesday 7:30am-7:00pm and Saturdays 8am-noon.

The Streets Division will not provide dumpster service to special events or other agencies with the exception of existing Parks beaches for the purposes of "seaweed" collection. This will allow us to continue to provide weekly curbside refuse collection and bi-weekly recycling collection by reallocating current staff assigned to these services and is necessary due to the continued growth of the City.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Streets
Enter your Service:	Forestry

Please provide an updated Service Description below.

No change needed

Updated Service Description:

Click or tap here to enter text.

Please provide updated Activities Performed by Service.

No change needed

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Streets
Enter your Service:	Recycling
Please provide an updated Service Description below. No change needed	
Updated Service Description: Click or tap here to enter text.	
Please provide updated Activities Performed by Service. No change needed	
Updated Activities Performed by Service: 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☐No – No change to # of FTEs

☒Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

ADDING 1 FTE TO THE RRSC FOR RECYCLING COLLECTION TO KEEP UP WITH CURRENT DEMAND.

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 2025 budget?

THERE ARE NO CHANGES TO CURRENT ACTIVITIES OR SERVICE LEVELS. THIS ADDITION IS TO KEEP UP WITH CURRENT ACTIVITIES AND SERVICE LEVELS

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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Streets
Enter your Service:	Right Of Way Maintenance

Please provide an updated Service Description below.

This is a new combination of services under a new service label stemming from our Results Madison work. This new service includes Street Repair, median and Right of Way mowing, Graffiti removal and street and shoulder island cleaning to include hand sweeping and collection of debris.

Updated Service Description:

The primary purpose of this service is to provide safe travel and maintained infrastructure throughout the City by providing minor street repairs as well as medians and Right-of-Ways free of vision hazards and accumulating debris.

Please provide updated Activities Performed by Service.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Filling Potholes: Filling problematic potholes to maintain roadways and create safe roads for transportation.
Sealcoating/Chip Sealing: Sealcoating unimproved streets on a rotating basis to maintain roadways and create safe roads for transportation.
Hand Sweeping: Removing excess sand, salt, debris, and leaves from medians to prevent these contaminates from entering the water supply.
Street Sweeping & Leaf Collection: Conduct street sweeping and leaf collection.
Removal of Noxious Weeds: Remove weeds in violation of Madison General Ordinance 23.29 and Wisconsin State Statute 66.0517(3)(a).
Eradication of Graffiti: Removal of graffiti from City, utility, and railroad property.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 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 yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

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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?

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Streets
Enter your Service:	Snow And Ice Control
Please provide an updated Service Description below. No change needed	
Updated Service Description: Click or tap here to enter text.	
Please provide updated Activities Performed by Service. No change needed	
Updated Activities Performed by Service: Click or tap here to enter text.	

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Click or tap here to enter text.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Streets
Enter your Service:	Solid Waste Management
Please provide an updated Service Description below. No change needed	
Updated Service Description: Click or tap here to enter text.	
Please provide updated Activities Performed by Service. No change needed	
Updated Activities Performed by Service: Click or tap here to enter text.	

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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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

5% Minimum Target	**1,450,415**
Total Amount Identified	1,450,415

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
442 - RECYCLING	Brush collection	All Madison residents	3 collections per year vs. 5 collections per year currently	4.50	$ 641,000.00
448 - RIGHT OF WAY MAINTENANCE	Street repair	All Madison residents	Reduce street repair by 52%	5.50	$ 790,564.00
442 - RECYCLING	Sunday drop-off sites	All Madison residents	Closed Sunday	0	$ 18,851.00
443 - SNOW AND ICE CONTROL	General plow	All Madison residents	General plow will take 18 - 24 hours to complete vs. 12 - 18 hours currently	0	$ -
443 - SNOW AND ICE CONTROL	General plow	All Madison residents	Clearing of bus stops/crosswalks/sidewalks will take 36 hours to complete	0	$ -
443 - SNOW AND ICE CONTROL	Sanding	All Madison residents	Delayed neighborhood/residential sanding	0	$ -

Traffic Engineering

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	8,186,184	8,671,580	8,312,053	9,796,878	10,371,959	10,371,959
Other Grants	91,684	102,000	388,143	102,000	102,000	102,000
Total	**$ 8,277,868**	**$ 8,773,580**	**$ 8,700,196**	**$ 9,898,878**	**$ 10,473,959**	**$ 10,473,959**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Bicycle & Pedestrian Services						1,293,001
Fiber Network						(165,110)
Pavement Markings						1,084,717
Planning and Data Support						1,709,390
Radio Communications						1,211,887
Signals						1,584,459
Signing						1,398,339
Streetlighting						2,357,275
Total	**$ 8,277,868**	**$ 8,773,580**	**$ 8,700,196**	**$ 9,898,878**	**$ 10,473,959**	**$ 10,473,959**

Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(379,524)	(547,200)	(476,297)	(493,251)	(493,251)	(493,251)
Charges For Services	(254,437)	(254,242)	(249,495)	(256,242)	(256,242)	(256,242)
Misc Revenue	(377,506)	(380,000)	(394,951)	(380,000)	(380,000)	(396,000)
Other Finance Source	-	-	(51,868)	-	-	-
Transfer In	(32,716)	(24,138)	(46,002)	(24,000)	(24,000)	(24,000)
Total	**$ (1,044,182)**	**$ (1,205,580)**	**$ (1,218,614)**	**$ (1,153,493)**	**$ (1,153,493)**	**$ (1,169,493)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	4,810,027	5,623,251	5,011,369	6,159,638	6,422,216	6,422,216
Benefits	1,458,600	1,632,035	1,710,963	1,681,747	1,831,265	1,831,265
Supplies	353,663	350,555	642,949	312,235	312,235	321,235
Purchased Services	2,811,837	2,603,248	2,836,166	3,036,203	3,213,209	3,220,209
Debt Othr Financing	-	-	47,306	-	-	-
Inter Depart Charges	449,971	547,204	252,219	587,550	575,526	575,526
Inter Depart Billing	(580,385)	(797,534)	(599,001)	(745,403)	(747,401)	(747,401)
Transfer Out	18,337	20,400	16,840	20,400	20,400	20,400
Total	**$ 9,322,050**	**$ 9,979,160**	**$ 9,918,811**	**$ 11,052,370**	**$ 11,627,451**	**$ 11,643,451**

Traffic Engineering Division

Yang Tao, PhD, PE, Director

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Madison, Wisconsin 53701-2986
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Fax: (608) 267-1158
www.cityofmadison.com

TO: **Mayor Satya Rhodes-Conway**
FROM: **Yang Tao, Director of Traffic Engineering**
DATE: **July 19, 2024**
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 Safe Streets and Roads for All (SS4A) federal grant programs
9. Build traffic signal priority for Bus Rapid Transit (BRT)
10. Improve radio communication 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 even more security features and conducting comprehensive coverage testing to our existing radio system infrastructure to ensure critical radio communication for our Public Safety and many other Governmental agencies. We are also starting to assign resources to implement two SS4A federal grants, including over $8 million's planning, demonstration and implementation projects.

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 a bi-annual Vision Zero Progress Report including many 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.

Lower Priority Service Activity Identification

It is extremely challenging to identify lower priority services to cut or reduce as they all have significant impacts. But here is a list of service activities we identified towards our 5% minimum target ($518,598).

1. **Hourly Crosswalk Painter Positions & Supplies** - $85,000 (Most impacted service recipients – Residents throughout the City)
   The hourly crosswalk painter positions in Traffic Engineering ensure that crosswalks are maintained at high standards. Currently painted crosswalks are refreshed every year in the central areas of the City and every other year in the other areas of the City. With the elimination of the seasonal hourly positions, the focus would have to be narrowed to school zone crosswalks and painted crosswalks on the High Injury Network. State law does require drivers to yield to pedestrians regardless of the presence of a marked crosswalk and residential streets will be reduced to 20 mph with our 20 is Plenty Program, which helps reduce the impact to safety with this change.

2. **Yellow Curb Marking - $8,600** (Most impacted service recipients – Primarily residents in the central city)
   Painted yellow curbs provide additional reinforcement to drivers that they should not park in a particular location. However, most locations are also signed and state law already dictates that people may not park in front of a fire hydrant, close to a crosswalk or close to a driveway. The elimination of yellow curb marking will allow our permanent staff to focus on high priority crosswalk painting with the elimination of seasonal hourly crosswalk painters.

3. **Elimination of 10 Crossing Guard Locations - $75,086** (Most impacted service recipients – Families with elementary school age children throughout the City)
   Elimination of 10 Crossing Guard locations would impact 10 schools and approximately 100 children and their families, based on the elimination of the lowest usage locations. This can be divided into two separate phases: September-December 2025 (start at the new school year, $33,491) and January-June 2025 (start at the Spring Semester, $41,595).

4. **Elimination of the Summer School Crossing Guard Program- $4,538** (Most impacted service recipients – Families with children attending summer school)
   Each year approximately 4 locations are staffed with Crossing Guards to support children walking and biking to school. The elimination of summer school coverage would impact approximately 150 children and their families. If we do so, schools may be prepared ahead of time so that they could work with families on safe practices for walking to school and encouraged to form Walking School Buses to serve their families and to continue to encourage walking and biking.

5. **Eliminating Epoxy Marking Contract or Moving it to the Potential New Life Cycle Management Capital Program - $190,000** (Most impacted service recipients – Residents and commuters throughout the City)
   The city annually hires a contractor to replace older faded pavement markings citywide with longer lasting epoxy. Without this contract staff could only re-mark the highest priority locations. However, this could be potentially moved to the new Life Cycle Management Capital Program with minimum impact.

6. **Reduction of One Traffic Engineer 2 Position to Traffic Engineer 1 Position and Eliminating Funding for the New Traffic Signal Priority Engineer from Traffic Engineering Budget - $72,135** (Most impacted service recipients – Special Event Organizers, developers, other City agencies, and residents throughout the City due to reduction in Safe Streets projects)
   Instead of adding an additional position to focus on Traffic Signals, these duties will be assigned to existing staff ($54,156 reduction). The vacant Traffic Engineer 2 position which oversees development projects will be rehired as a Traffic Engineer 1 ($17,979 reduction). This means a reduction in other work efforts done by the current Traffic Engineers as work assignments will need to be shifted to ensure the necessary staffing to operate the increased number and complexity of traffic signals due to signal priority. The Traffic Engineer duties related to redevelopment will also need to be shared as the Traffic Engineer 1 will need to gain more experience on complex projects. The primary reduction in work will be assistance provided to Special Event organizers who will need to provide appropriate traffic control plans without the assistance of City staff. Staff will also focus less on Safe Streets Madison projects and this is reflected in a reduction in the capital budget. It is anticipated that only around 30% of the usual number of Safe Streets Madison projects will be undertaken due to this reduction and due to the need to focus on delivering the federal grant funded Safe Streets for All projects.

7. **Pedestrian Bicycle Staff Time Focused More on Federal Grant Implementation - $53,239** (Most impacted service recipients – Madison Metropolitan School District & school families, with smaller impacts to bicyclists throughout the City)
   The Pedestrian Bicycle Administrator will focus their hours more on the Safe Streets for All grant and charge their time to the grant, thus reducing the Operating Budget ($28,081 reduction). With this focus of time on the grant, this position will allocate less time to the School Traffic Safety Team safety, attending neighborhood meetings not tied to a specific project and time on the Safe Streets Madison program. This will be offset some by grant funding the City has received to do Safe Routes to School Planning that will allow a consultant to do work with schools.

   The Pedestrian Bicycle Improvement Tech (Civil Tech 60%) will focus approximately half of their time on pedestrian bicycle safety and education work and charge their time to the Pedestrian Bicycle Safety Grant that the City receives each year ($25,158 reduction). This will reduce time spend on bike parking, wayfinding and other data collection.

8. **Utilizing City Staff Overtime for Radio Communication Facilities Battery Maintenance Instead of Hiring a Contractor – $5,000** (Most impacted service recipients – None)

The City currently hires a contractor to maintain batteries at radio communication facilities. We are exploring a way to have our own staff to perform the work on overtime. This reduces our budget by $5,000 annual with no major impacts to our services.

9. **Reduction in Overtime for Office Staff – $25,000** (Most impacted service recipients – Residents throughout the City with biggest impacts to areas with active neighborhood associations, City committees, and to a lesser extent Neighborhood Resource Team areas) Overtime will be reduced for office staff. Reductions will happen in staff time on outreach not related to specific projects. This will reduce staff participation in events and meetings such as Parks Alive, neighborhood meetings not related to approved capital projects, and a reduction in the number of presentations to committees, commissions and boards that are not required for specific capital project approvals.

Reallocations and Other Changes

1. **New Service Created: Fiber Network Service:**
   As part of the 2025 operating budget, TE is requesting a Fiber Network service be created to better describe the nature of the agency's work and better capture related costs, based on the review through the Results Madison process. The service is budgeted at a cost to continue level and no additional funds are requested. This service had previously been included as a part the Signal service. In additional, this request reallocates certain fiber related expenses and revenues to the appropriate Fiber Network Service. Revenues related to fiber rental fees from MUFN agencies ($366,000) should be transferred from the Signal Service Project to Fiber Network Service. Also, TE pays for City Agency's fiber rental fees. This charge ($96,000) should also be transferred from the Signal Service to the Fiber Service.

2. **Service Name Change: "Service" to "Planning and Data Support"**
   This request proposes that the service named "Service" would be re-named to "Planning and Data Support" to better reflect the actual services activities. There are no activity or budgetary changes.

I look forward to meeting with you to discuss our proposal.

Yang Tao, PhD, PE
Director of Traffic Engineering

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Bicycle & Pedestrian Services

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

N/A

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Fiber Network

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service is responsible for the maintenance, repair and operating of the City's fiber optic cable network.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Provide routine maintenance, repair, and emergency response to equipment failures and fiber breaks due to extreme weather or contractor damage.
- This service receives fiber rental fees from agencies using MUFN usage.
- This service pays City agencies' fiber rental fees for MUFN usage

ck 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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	47 - MISC REVENUE	366,000	Transfer MUFN fiber rental revenue from Signal Service and re-estimated to reflect projected revenues.
1100 - GENERAL	54 - PURCHASED SERVICES	96,000	Transfer MUFN Charges for City Agency Fiber rental from Signal 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.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

As part of the 2025 operating budget, the Fiber Network service was created to better describe the nature of the agency's work and its related costs. The service is budgeted at a cost to continue level

and no additional funds are requested. This service had previously been included in the Signal service. In additional. This request reallocates certain Fiber related expenses and revenues to the appropriate Fiber Network service.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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?

Click or tap here to enter text.
N/A

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Pavement Markings

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

N/A

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

Click or tap here to enter text.

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

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Planning and Data Support

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This request proposes that the Service named Service would be re-named to Planning and Data Support to better reflect the actual services activities. There are no activity or budgetary changes.

This service, in conjunction with the Transportation Commission, provides leadership for traffic safety programs and assists on the overall transportation and traffic planning, design, and transportation engineering for the City. Staff assist neighborhoods and other government entities in planning transportation improvements. The goal of this service is efficient development with minimal negative impacts on traffic safety and efficiency on City streets and neighborhoods.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Plan Review: Review and recommend approval of or changes to neighborhood development or transportation system plans to ensure a safe and efficient transportation system for all modes of travel.
- Project Review: Maintain prioritized list of transportation safety projects generated from public feedback, crash data or other transportation related studies.
- Right-of-Way Permits: Review plans for proposed use of the public right-of-way for public safety and pedestrian and traffic flow.
- Traffic Studies: Conduct traffic studies or counts to determine traffic by mode in order to determine appropriate traffic control devices or street geometry

needs.
• Mapping System: Continuous updating of asset data using mapping software and administration of the CityWorks asset management system.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

TE's 2025 Budget request would change the name of Special Service to better reflect the services provided by this section. There are no requested budget changes.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Radio Communications

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

Click or tap here to enter text.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

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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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Signals

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
The Fiber network activities are being transferred from this project to the newly created Fiber Network Service. The growth and complexity have grown, and it merits its own service.

This service is responsible for the installation, operation, and upkeep of traffic signals. Specific activities include:(1) studies, planning, and design associated with new installations; (2) review, revision, and modernization for existing signalized intersections; The goal of this service is safer intersections through maintenance and repair of the City's traffic signals.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Traffic Signals: Provide routine maintenance, repairs, and emergency response to equipment failures and traffic signals knocked down.
- Traffic Signal Timing: Remotely or locally adjust traffic signals to adapt to special events, crashes, flooding, and road closures.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	47 - MISC REVENUE	350,000	Transfer MUFN revenue to new Fiber Network Service
1100 - GENERAL	54 - PURCHASED SERVICES	96,000	Transfer MUFN City Agency Fiber rental charges to City to Fiber Network 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

As part of the 2025 operating budget, the Fiber Network service was created to better describe the nature of the agency's work and its related costs. The service is budgeted at a cost to continue level and no additional funds are requested. This service had previously been included in the Signal service. In additional. This request reallocates certain Fiber related expenses and revenues to the appropriate Fiber Network service.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Signing

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

N/A

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **If you are not submitting personnel changes, skip this section.**

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

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Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Traffic Engineering
Enter your Service:	Streetlighting

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

N/A

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

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 **Major level**.

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

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

N/A

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

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

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☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Traffic Engineering

5% Minimum Target **518,598**

Total Amount Identified 518,598 (0)

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
453 - PAVEMENT MARKINGS	Eliminate annual hourly staff that re-paint city crosswalks	Residents throughout the City	Reduced visibility of pavement markings	Hourly staff	85,000
453 - PAVEMENT MARKINGS	Eliminate annual yellow curb painting	Primarily residents in the central city	Reduced visibility of pavement markings	0	8,600
458 - BICYCLE & PEDESTRIAN SERVICES	20% Reduction (10 locations) Sept -Dec 2025	Families with elementary school age children throughout the City	Reduced crossing guard coverage	Hourly staff	33,491
458 - BICYCLE & PEDESTRIAN SERVICES	20% Reduction (10 locations) Jan - June 2025	Families with elementary school age children throughout the City	Reduced crossing guard coverage	Hourly staff	41,595
459 - BICYCLE & PEDESTRIAN SERVICES	Eliminate Summer School Crossing Guard Program - Eliminate the 6 weeks and 4 locations	Families with children attending summer school	Reduced crossing guard coverage	Hourly staff	4,538

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
453 - PAVEMENT MARKINGS	Remove Annual Epoxy Pavement Marking Maintenance Contract	Residents and commuters throughout the City	Reduced visibility of pavement markings city-wide	0	190,000
456 - PLANNING & DATA SUPPORT	underfill vacant TE 2 as a TE 1	Special Event Organizers, developers, other City agencies, and residents throughout the City due to reduction in Safe Streets projects	Position will be filled with less experienced employee	0	17,979
455 - SIGNALS	Eliminate new funding for TE 1 position for Traffic Signal Priority Engineer	Special Event Organizers, developers, other City agencies, and residents throughout the City due to reduction in Safe Streets projects	TE will reassign responsibilities to engineers and use existing staff to cover the duties of this position, reducing services in other areas such as special events traffic control and Safe Streets Madison	1	54,155.79
458 - BICYCLE & PEDESTRIAN SERVICES	Ped Bike Administrator to focus work on Grant and Capital projects	Madison Metropolitan School District & school families, with smaller impacts to bicyclists throughout the City	Reduce staff availablity for general ped Bike-related issue	0	28,081
458 - BICYCLE & PEDESTRIAN SERVICES	Ped Bike Improvement Tech to charge additional hours to Ped Bike Grant	Madison Metropolitan School District & school families, with smaller impacts to bicyclists throughout the City	Reduce staff availablity for general ped Bike-related issue	0	25,158
454 - RADIO COMMUNICATIONS	Use City staff overtime for radio communication facilities battery maintenance instead of contractor	City-wide	City staff will complete maintenance work instead of contractor. No Major impact		5,000

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
456 - PLANNING & DATA SUPPORT	Reduce overtime for office staff	Residents throughout the City with biggest impacts to areas with active neighborhood associations, City committees, and to a lesser extent Neighborhood Resource Team areas	Agency employees could flex time or take comp time instead of OT. This will reduce staff participation in events and meetings such as Parks Alive, neighborhood meetings not related to approved capital projects, and a reduction in the number of presentations to committees, commissions and boards that are not required for specific capital project approvals		25,000

Transportation

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
General	288,183	568,320	380,602	606,048	700,347	700,347
Total	**$ 288,183**	**$ 568,320**	**$ 380,602**	**$ 606,048**	**$ 700,347**	**$ 700,347**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Transportation Management	288,183	568,320	380,602	606,048	700,347	700,347
Total	**$ 288,183**	**$ 568,320**	**$ 380,602**	**$ 606,048**	**$ 700,347**	**$ 700,347**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	196,122	410,170	263,471	429,868	498,049	498,049
Benefits	49,832	121,944	69,298	109,785	134,305	134,305
Supplies	6,055	3,000	3,632	3,000	3,000	3,000
Purchased Services	24,998	22,000	32,995	52,000	52,000	52,000
Inter Depart Charges	11,176	11,205	11,205	11,394	12,993	12,993
Total	**$ 288,183**	**$ 568,320**	**$ 380,602**	**$ 606,048**	**$ 700,347**	**$ 700,347**

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 19, 2024
SUBJECT: 2025 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, 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 10% 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 15%, which addresses the 1 percent reduction target.

Lower Priority Service Activity Identification for General, Library, Transit, Public Health, and Fleet Funds

Reduced Transportation Planning – Eliminate 1 Planner 3-18, Position 2687

Over the past 5 years the Transportation Department has managed a large number of initiatives, that includes infrastructure (BRT, garages, etc.) and policy/program (Complete Green Streets, TDM, Vision Zero, etc.) This major transportation program has resulted in the delay or postponement of other initiatives requested by the community and peer agencies. Examples include the delay in the Passenger Rail study, postponement of the Curb Management Study, postponement of the Schenks Corners study, postponement of the Intercity bus cost recovery study. The Planner 3 position (currently vacant) would allow progress on these initiatives and support the aggressive federally funded transportation capital program we currently have.

The elimination of the Planner 3 position would reduce the capacity of the Transportation Department to deliver. Capital project support would take priority to address federal funding requirements. Plans and policies affecting residents and sister agencies would take second priority. Practically this would mean:

- N-S BRT would struggle to be delivered in 2027.
- Amtrak support would take a second priority, perhaps delaying delivery.
- Initiatives such as Curb Management, would be delayed one to two years.
- Larger site-specific studies, such as Schenks Corners or Scooter pilot, would be delayed indefinitely.

The removal of this position saves $97,500, which is roughly $60,000 over Transportation's targeted reduction. We therefore ask that $25,000 of the savings remain in Transportation's Personnel budget to accommodate anticipated staff reclassifications.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Transportation
Enter your Service:	Transportation Management

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

Click or tap here to enter text.

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

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 **Major level**.

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

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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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are 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.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No major changes are requested

Explain how your proposed change(s) will align with your draft 2024-2025 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 major changes are requested.

Part 3. Personnel Changes

All proposed personnel changes 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. **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?

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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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

No personnel changes are proposed.

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.

Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

Agency Transportation

5% Minimum Target **35,017**

Total Amount Identified 97,480

Note that if position is eliminated, Transportation requests that $25,000 remain in the Personnel budget to handle anticipated reclassifications.

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Decription)	FTE Impact (#)	Total Amount ($)
431 - TRANSPORTATION MANAGEMENT	Transportation Planning Services	Residents of the City of Madison Agencies within the City	Priority would be given to federally funded Capital Project support. Second priority projects would not occur or would be delayed. Examples could include: - Curb management - Passenger Rail study - Schenks Corners study - N-S BRT implementation	1.0 FTE	97,480

Water

Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Water Utility	48,027,230	49,449,500	65,823,033	58,580,500	58,580,500	60,796,144
Total	**$ 48,027,230**	**$ 49,449,500**	**$ 65,823,033**	**$ 58,580,500**	**$ 58,580,500**	**$ 60,796,144**

Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Water Communications And Outre						282,680
Water Customer Service						3,104,126
Water Engineering	***Service history not shown due to Results Madison service restructure. Services listed here will take effect January 1, 2025.***					14,896,520
Water Finance And Admin						25,911,168
Water Operations & Maintenance						10,257,706
Water Quality						1,534,964
Water Supply						4,808,981
Total	**$ 48,027,230**	**$ 49,449,500**	**$ 65,823,033**	**$ 58,580,500**	**$ 58,580,500**	**$ 60,796,144**

Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Charges For Services	(47,246,689)	(48,625,000)	(56,795,541)	(56,974,500)	(56,974,500)	(56,693,144)
Fine Forfeiture Asmt	(258,886)	(199,000)	(347,301)	(230,000)	(230,000)	(293,000)
Invest Other Contrib	334,248	(160,000)	(2,381,196)	(860,000)	(860,000)	(1,090,000)
Misc Revenue	(850,510)	(465,500)	(979,237)	(516,000)	(516,000)	(920,000)
Other Finance Source	(1,477)	-	(5,185,808)	-	-	(1,800,000)
Transfer In	(3,916)	-	(133,950)	-	-	-
Total	**$ (48,027,230)**	**$ (49,449,500)**	**$ (65,823,033)**	**$ (58,580,500)**	**$ (58,580,500)**	**$ (60,796,144)**

Agency Budget by Major-Expense

Major Expense	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Salaries	9,058,640	10,042,323	9,530,736	10,519,597	11,058,552	11,162,029
Benefits	3,079,453	3,198,498	4,066,547	3,458,559	3,509,177	3,514,577
Supplies	1,678,453	2,320,500	1,960,732	2,620,622	2,635,822	3,032,174
Purchased Services	4,857,176	7,616,050	4,879,148	6,475,651	7,284,211	7,497,055
Debt Othr Financing	23,950,427	18,486,073	40,329,084	25,436,971	23,767,898	18,624,727
Inter Depart Charges	1,043,486	1,145,721	1,091,460	1,219,843	1,445,583	1,445,583
Inter Depart Billing	(2,516,235)	(2,527,000)	(2,674,044)	(2,550,742)	(2,550,742)	(2,110,000)
Transfer Out	6,875,831	9,167,335	6,639,371	11,400,000	11,430,000	17,630,000
Total	**$ 48,027,230**	**$ 49,449,500**	**$ 65,823,033**	**$ 58,580,500**	**$ 58,580,500**	**$ 60,796,144**

Quality and Reliability since 1882
Madison Water Utility
www.madisonwater.org • 119 East Olin Avenue • Madison, WI 53713-1431 • TEL 608.266.4651 • FAX 608.266.4426

To: Mayor Satya Rhodes-Conway

From: Krishna Kumar, General Manager, Madison Water Utility

Date: July 19, 2024

Subject: 2025 Operating Budget Transmittal Memo

CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Major Goals

Madison Water Utility (MWU) is comprised of 7 core service lines; Water Customer Service including Meter Shop, Communication and Outreach, Water Engineering, Water Finance and General Administration, Water Operations & Maintenance, Water Supply and Water Quality. Our 2025 operating budget request seeks to fund these service lines to enable them to meet their desired goals:

- Communication and Outreach – inform, engage and educate the community about the Utility's sustainability and conservation efforts, programs, construction projects and general utility operations through a variety of outreach methods
- Customer Service and Meter Shop – generate accurate water consumption and billing data to ensure proper billing
- 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 rates affordable for all customers and generate water consumption and billing data to ensure proper billing
- Water Operations and Maintenance – maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high quality water for consumption and fire protection
- Water Quality – ensure the delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act
- Water Supply - monitor water supply system to ensure customers are provided with adequate quantity of high quality water for consumption and fire protection

2025 Revenue Projections for 2025 compared to 2024 adopted budget

MWU has based its 2025 operating revenues on our last approved rate case in 2022 effective in 2023. MWU continues to explore potential ways to address water affordability issues while staying within regulatory guidelines. MWU does not anticipate any major changes to our services based on revenue.

Major Changes in 2025 Operating Request

We are continuing to maintain or reduce expenses where applicable to build up our cash reserves. The following items were the largest changes from our 2024 Operating Budget to our 2025 Operating Budget request:

- Permanent Wages: increase of $642K mainly due to increase in permanent wages
- Purchased Supplies: increase of $412K mainly due to cost increase in equipment supplies
- Purchased Services: increase of $1.021M mainly due to building improvements and increased cost in repair and maintenance work

Actual and Projected Fund Balances

Operating Fund Balance Summary (in Millions $)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Executive
Opening Fund Balance	8.6	6.2	12.2	8.2
Water Revenues	49.0	55.6	53.9	54.0
Operating Expenditures	(44.9)	(47.0)	(48.6)	(48.8)
Trans to Construction Fund	(1.5)	(2.6)	(8.5)	(6.2)
Reserved for Tank Coat Repaint	-	-	(0.8)	(0.8)
Trans to Bond Repmt Fund	(5.0)	-	-	-
Surplus (Deficit)	(2.4)	6.0	(4.0)	(1.8)
Ending Fund Balance	**6.2**	**12.2**	**8.2**	**6.4**

c.c. *Christie Baumel, Deputy Mayor*
Christine Koh, Budget and Program Evaluation Manager
Robert Mulcahy, Budget Analyst
January Vang, Water Utility Finance Manager
Kristine Jabas, Accountant 3

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Communications And Outreach

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service works collaboratively with Billing, Customer Service, and Meter Operations to conduct the Water Utility's communication and community outreach pertaining to conservation and sustainability education, media relations, external and interdepartmental communication, and promotion of the Utility's various programs and conservation initiatives. The Communications Department also develops Madison Water Utility's evolving crisis communication in addition to other strategic communication plans. Water Utility's outreach program includes Home Water Conservation, Water Wagon, Toilet Rebate, and Madison Customer Assistance Program (MadCAP).

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Inform, engage, and educate the community (including staff) about the Utility's sustainability and conservation efforts, programs, construction projects, and general utility operations through a variety of outreach methods.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	$14,010	Previously the Communication and Outreach was included in the Customer Service service line and starting in 2025 it will have it own service line.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$43,130	Previously the Communication and Outreach was included in the Customer Service service line and starting in 2025 it will have its own service line.
2100 - WATER UTILITY	46 - INVEST OTHER CONTRIB	-$20,000	This is for contributions to the water wagon.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There is not a change to current activities or service levels. Previously the Communication and Outreach service was included in the Customer Service service line. Starting in 2025 it will have its own service line hence the difference from the cost to continue to the requested amount.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Customer Service

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides customer service and meter operations for 80,000 active municipal service accounts. This service also ensures accurate water consumption billing along with sewer, stormwater, landfill, urban forestry, and resource recovery.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Customer Billing: Manage meter reading and customer billing data to provide monthly billing to 80,000 accounts.
- Manage Customer Inquiries: Conduct inquiries into customer accounts to address billing questions from ratepayers. This can be over the phone, by email, or in person.
- Provide final billings to title companies.
- Handle payment processing and adjustments to accounts.
- Meter Installation & Inspection: Conduct on-site visits to customer properties to install, inspect, and replace customer meters to enable accurate consumption readings and provide reliable billing.
- Provide meter testing, repair, refurbishment, and non-standard meter reading.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	$36,912.00	Increase in hourly wages and overtime in order to continue to deliver the municipal service bills in a timely manner and to be able to provide the meter testing and replacement per PSC requirements.
2100 - WATER UTILITY	53 - SUPPLIES	$64,631	Postage increased by $76,400. After being on the new billing software for almost a year we have been able to obtain a more accurate estimate of postage costs. The increase also takes into consideration the increase in the rising prices. A portion of supplies was reduced because communication and outreach were included in this service line before, but now a new service line has been created for 2025 for communication and outreach.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	-$397,185	A portion of services was reduced because communication and outreach were included in this service line before, but now a new service line has been created for 2025 for communication and outreach. The bank services fees were also allocated to the correct account and were reduced to get closer to the actual costs from the prior year. Consulting services were also reduced. Some of the consulting services were a onetime expense for 2024 and this was not known at the time that the cost to continue was done. Other services and expense also decreased by $50,000 since we are no longer utilizing IDOX.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There is no change to current activities or service levels. In previous years communication and outreach were included with customer service but starting in 2025 it will be a separate service line. The change in the budget is needed to more accurately portray the actual expenses when converting our billing system to TUB and taking into consideration the onetime expense that were accounted for in 2024. The postage costs have increased with TUB, but there was a decrease to the other services for the discontinued use of IDOX. A one-time consultant expense was also included in 2024, which will not be need in 2025.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:
Reclass position # 5093 – Admin Clerk 1-20 located in Customer Service into a Data Analyst 3 18-10 located under the Finance and Admin service.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget?

Water Utility has identified a need to better manage our data. This reclass will ensure that Water Utility can maintain multiple disparate operational systems, consolidate operational systems as able, implement data warehouse support, identify non-enterprise systems for integration into enterprise system and create efficiencies with reporting workload.

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 proposed personnel changes will not address or advance any specific inequities. Water Utility will ensure proper equitable hiring tools are utilize for this hiring.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Engineering

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	-$30,000	Reduction in hourly wages
2100 - WATER UTILITY	53 - SUPPLIES	$41,350	Increase in expected computer and hardware needs for 2025 and increase work supplies to match actuals spent
2100 - WATER UTILITY	54 - PURCHASED SERVICES	-$11,450	Reduction in system and software maintenance to match actuals spent
2100 - WATER UTILITY	59 - TRANSFER OUT	$6,200,000	This is the amount that is expected to be used to pay for our capital projects that are funded by reserves.
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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There will not be a change to the current activities or services levels. The majority of the increase in supplies is due to the rotation of computers that need to be replaced. The reduction in hourly wages is to match the expected hourly employee needs for 2025.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Finance And Admin

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:
No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:
No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	43 - CHARGES FOR SERVICES	$281,355.81	This is to reflect a slight decrease in expected revenue from Municipal Services Bills. This also includes a fund balance applied.
2100 - WATER UTILITY	45 - FINE FORFEITURE ASMT	-$63,000	A three year average is used to budget for these costs.
2100 - WATER UTILITY	46 - INVEST OTHER CONTRIB	-$210,000	Interest rates increased more than expected. The increase is to reflect the higher interest rates.
2100 - WATER UTILITY	51 - SALARIES	$32,443	This is for the reclass of an Admin Clerk 1 position to a Data Analyst 3 position.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$74,000	Increase in consulting services for next expected rate case that is planned to be filed in 2024.
2100 - WATER UTILITY	56 - DEBT OTHR FINANCING	-$5,143,171.26	Principal and interest payments for 2025. Last year the fund generated was in the Finance service line, this year it is in the Engineering service line.
2100 - WATER UTILITY	58 - INTER DEPART BILLING	$440,742	Reflects the expected inter'd billing after the new MOU that was signed in 2023.
2100 - WATER UTILITY	47 - MISC REVENUE	-$404,000	The miscellaneous revenue was updated to reflect an updated average and the lease revenue was also budgeted for this year.

2100 - WATER UTILITY	48 - OTHER FINANCE SOURCE	-$1,800,000	This is the portion from our reserves that is expected to be used to cover our reserve projects in the capital budget.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There is no change to current activities or service levels. These changes are needed to accurately reflect the expected expenses and revenues in 2025.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:
Reclass position # 5093 – Admin Clerk 1-20 located in Customer Service into a Data Analyst 3 18-10 located under the Finance and Admin service.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

If yes, provide the position classification and briefly describe the change:
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 2025 budget? Water Utility has identified a need to better manage our data. This reclass will ensure that Water Utility can maintain multiple disparate operational systems, consolidate operational systems as able, implement data warehouse support, identify non-enterprise systems for integration into enterprise system and create efficiencies with reporting workload.
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 proposed personnel changes will not address or advance any specific inequities. Water Utility will ensure proper equitable hiring tools are utilize for this hiring.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Operations & Maintenance

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Water Main & Pipe Maintenance: Repair and replace distribution facilities that allow the Utility to provide a high level of service with minimal service interruption.
- Equipment & Facility Maintenance: Repair and replace operational equipment that allows supply facilities to operate efficiently and timely.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	$14,024	Increase in hourly employees – the budget is for four hourly employees
2100 - WATER UTILITY	52 - BENEFITS	-$19,600	The reduction is due to a new service line being created for supply – in the past operations and supply were under one service line
2100 - WATER UTILITY	53 - SUPPLIES	-$367,368.69	The reduction is due to a new service line being created for supply – in the past operations and supply were under one service line. Within the Operations service line there was an increase in work, safety, electrical, HVAC supplies due to the rising prices.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	-$2,580,600.86	The reduction is due to a new service line being created for supply – in the past operations and supply were under one service line.
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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 the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There is not a change to the current activities. In the past Water Operations and Water Supply were under one service line. Starting in 2025 they will have their own service lines. This accounts for the

majority of decreases in this service line. Operations did still have some increases for hourly wages to be able to maintain our system as it is currently operating. There were also increase in some of the supply area due to rising costs and for maintaining an aging fleet.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

Reclassify position #4663 from Maintenance Worker to Cross Connection Control Inspector. This would be moving the position from Water Operations and Maintenance service to Water Quality service.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The proposed change increases the number of budgeted cross connection control inspectors from three to four. This change is expected to increase the overall number of inspections completed,

thereby enhancing our ability to ensure safe drinking water for our community, and allow the utility to meet the State requirement to cause a survey to be conducted for every industrial, commercial, and public authority water service a minimum of once every 2 years. The latest State-conducted Sanitary Survey identified this as an area for needed improvement. In addition, the additional position lays the groundwork for succession planning, allowing for the transfer of technical, professional & institutional knowledge from veteran staff nearing retirement to new staff within the work unit

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 equitable hiring tool will be utilized throughout the recruitment and hiring process for this position, ensuring that all activities are viewed through an equity lens. Furthermore, the position will test the newly-revised department on-boarding procedures [EAP Component #1] intended to share information about equity programs, services, and City-sponsored multi-cultural events, and to eliminate inequitable practices related to the on-boarding process.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Quality

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

No change needed

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

No change needed

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	$214,800	Majority of the increase due new expense for Well 15 filter that needs to be changed twice a year. Also, equipment needed for Well 18 to improve water quality without wellhead treatment
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$125,300	New expense for testing unit wells.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There is not a change to the current activities or service levels. The additional expense is needed to ensure safe drinking water to the community. Currently there is a capital project being done on Well 15 and after that is completed, we will need to replace a filter twice a year.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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:

Reclassify position #4663 from Maintenance Worker to Cross Connection Control Inspector. This would be moving the position from Water Operations and Maintenance service to Water Quality service.

of FTEs: Does your proposal change the total number of FTE positions?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 budget?

The proposed change increases the number of budgeted cross connection control inspectors from three to four. This change is expected to increase the overall number of inspections completed, thereby enhancing our ability to ensure safe drinking water for our community, and allow the utility to meet the State requirement to cause a survey to be conducted for every industrial, commercial, and public authority water service a minimum of once every 2 years. The latest State-conducted Sanitary Survey identified this as an area for needed improvement. In addition, the additional position lays the groundwork for succession planning, allowing for the transfer of technical, professional & institutional knowledge from veteran staff nearing retirement to new staff within the work unit.

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 equitable hiring tool will be utilized throughout the recruitment and hiring process for this position, ensuring that all activities are viewed through an equity lens. Furthermore, the position will test the newly-revised department on-boarding procedures [EAP Component #1] intended to share information about equity programs, services, and City-sponsored multi-cultural events, and to eliminate inequitable practices related to the on-boarding process.

2025 Operating Budget
Service Budget Proposal Form

Part 1. Identifying Information	
Select your Agency:	Water
Enter your Service:	Water Supply

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

Updated Service Description:

This service provides the operation and monitoring of wells, booster stations and reservoirs and suppling fire protection. The goal of this service is to operate and monitor the water supply system to ensure customers are provided with an adequate quantity of high-quality water for consumption and fire protection.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the 2024 Adopted Budget. Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description.*

Updated Activities Performed by Service:

- Operation and Monitoring of Wells, Booster Stations and Reservoirs & Suppling Fire Protection: Manage infrastructure that draws water from its source and distributes it timely and efficiently throughout the distribution system.
- Water Testing & Treatment: Treat raw water from its source and test it to monitor that a quality product enters the distribution system before delivery to the community.

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 **Major level**.

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

- Moving $10,000+ from one Major to another Major

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

- Total changes of less than $10,000 at the Major 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 the proposed changes are a technical correction to the agency's base budget, simply state that the change is a correction/adjustment in the narrative questions below.

Summary Table of *Major* Changes of $10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	$47,321	Supply was previously included with Operations in service line 863. Starting in 2025 Supply will have its own service line. The salary amounts that are for premium pay, workers compensation wages, compensated absence and overtime wages associated with Supply.
2100 - WATER UTILITY	52 - BENEFITS	$20,000	Supply was previously included with Operations in service line 863. Starting in 2025 Supply will have its own service line. The benefit amounts that are for compensated absence escrow associated with Supply.
2100 - WATER UTILITY	53 - SUPPLIES	$423,630	Supply was previously included with Operations in service line 863. Starting in 2025 Supply will have its own service line. These are the supplies associated with the Supply service line.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$2,959,650	Supply was previously included with Operations in service line 863. Starting in 2025 Supply will have its own service line. These are the purchased amounts associated with the Supply service line. Within supply there was an increase in the electricity and sewer based on the trending expenses for 2024.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

There will not be a change to current activities or service levels. Supply previously was included with Operations in a service line and it was decided to separate the two areas into separate service lines for 2025.

Explain how your proposed change(s) will align with your draft 2024-2025 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. Personnel Changes

All proposed personnel changes 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. **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?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and benefits must be considered when computing the cost of the change.*

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

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 2025 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.