



Office of the Mayor

Satya Rhodes-Conway, Mayor
City-County Building, Room 403
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4611 | Fax: (608) 267-8671
mayor@cityofmadison.com
cityofmadison.com

Date: March 17, 2026

To: Department and Division Heads

From: Mayor Satya Rhodes-Conway

Subject: 2027 Capital Budget & Capital Improvement Plan: Agency Guidance

Making long-term, prudent investments in our infrastructure is one of our most important roles as a City government. Resilient and sustainable infrastructure is crucial to improving the lives of Madison residents. The City's capital budget and capital improvement plan (CIP) guide this work. As you put together your capital requests, please approach it with a citywide focus so we can maximize the benefits for everyone in our community.

The City of Madison's financial position remains strong, and we continue to be able to borrow at relatively low, though higher than in recent years, interest rates. We're fortunate that despite volatility in the global economy, our key employment industries remain stable. However, Madison is not immune to the affordability crisis felt across our country, or to economic shocks resulting from federal actions. Given that uncertainty – and the recent volatility in interest rates, prices, and inflation – it is important to continue reducing our borrowing to limit debt service. Accordingly, I am asking each agency to scrutinize your entire CIP and be realistic about your staff's capacity to deliver projects as anticipated in the 2026 CIP.

As I put together my executive budget, I will be prioritizing the projects that will do the greatest good and align with the City's long-term strategic plans. We may have to delay or cut projects to constrain borrowing and associated debt service. Our priorities for the 2027 Capital Budget and CIP are similar to last year: continue our work on housing and affordability, promote sustainability and resilience, encourage people-centered economic development, and ease the burden on property taxpayers in the long-term. Capital investments are also a key opportunity to promote community safety, whether through road design and traffic safety, or investments in other public safety infrastructure.

I've been encouraged by the great strides we've made in working across agencies, departments, and divisions to advance multiple citywide goals simultaneously. Projects and initiatives that enhance innovation, collaboration, and produce long-term savings in our operating budget (e.g., through the use of shared facilities) will be given special attention from my team. The City of Madison is fortunate to have a talented and dedicated staff. I continue to be optimistic about our future because of your work to steward public resources and deliver quality projects. Thank you for your leadership and commitment to providing high quality infrastructure to our residents.

With this context, I am providing the following guidance for capital requests for the 2027 Capital Budget and Capital Improvement Plan (CIP):

Fiscal Responsibility & Planning

The 2026 adopted CIP is the baseline for the 2027 CIP.

- The 2027 executive capital budget will keep overall debt service as a share of the operating budget at or below projections for the 2026 CIP.
- Agencies should scrutinize the adopted 2026 CIP to determine if the timeline and funding reflect current plans, the project is realistic, and there is sufficient capacity to implement.
- Agencies must prioritize their requests in the transmittal memo.
- Projects included in the 2026 CIP are not guaranteed funding in 2027. Projects may be reduced or delayed as needed to meet citywide borrowing targets and priorities.

Changes to the Current CIP

Agencies may propose changes to reflect current plans. The following changes do not require submitting additional justification for approval.

- **Reductions:** Projects that will be delayed or will not happen as originally proposed should be submitted as a reduction proposal.
- **Cost neutral adjustments:** Agencies may shift project timelines within a project across years in the CIP. Agencies may also shift funding across projects as long as the total over the five years (2027 through 2031) does not increase from 2026 adopted levels.
- **Program increases in final year:** Agencies may request a 5% increase to programs in 2032.

Funding Increases and New Projects

Agencies may request budget increases or new projects under the following conditions.

Agencies will be required to submit justification for these increases or new project requests.

- **Increases to existing projects and programs:** Agencies may submit increase requests if: 1) there is a known increase to project costs (e.g., recent construction bids, updated studies), or 2) there are anticipated cost increases related to inflation or other economic factors. Agencies must provide a detailed explanation of the data and analysis used to develop increase requests.
- **New Projects:** Agencies may submit new requests if: 1) the project is primarily funded by non-general obligation borrowing funding sources (e.g., grants, TIF increment), 2) the project meets an emergency need not anticipated in 2026, 3) the project is currently on the Horizon List and is ready to be advanced, or 4) the project is planned for the last year of the CIP (2032).
- **Horizon List:** Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped.

Thank you for your commitment to serving the City and your stewardship of our resources.

Mayor Satya Rhodes-Conway



2027 Capital Budget Kick Off

Finance Department
March 17, 2026 | 10:30am – 11:30am

Agenda

- Welcome & Mayor's Message
- Overview of 2027 Budget Timeline
- Capital Budget Borrowing Targets
- Budget Guidance
- Components of a Complete Request

Mayor's Message

Overview of 2027 Budget Timeline

Key Dates for 2027 Budget Development

Capital Budget

- Kick Off: **March 17**
- Agency Requests Due: **April 17**
- Agency Briefings: **May 13-15**
- Executive Budget Introduced: **September 8**
- FC Briefings: **September 14-15**
- FC Amendment Meeting: **September 28**
- CC Budget Meetings: **November 10-12**

Operating Budget

- Kick Off: **June 9**
- Agency Requests Due: **July 17**
- Agency Briefings: **August 12-21**
- Executive Budget Introduced: **October 6**
- FC Briefings: **October 12-13**
- FC Amendment Meeting: **October 26**
- CC Budget Meetings: **November 10-12**

*FC = Finance Committee

*CC = Common Council

Major Budget Deadlines: Simplified Calendar

Highlight = Dates not on public calendar on prior slide

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Capital	<ul style="list-style-type: none"> 3/17: Capital Kick Off 	<ul style="list-style-type: none"> 4/17: Agency Cap Requests Due 	<ul style="list-style-type: none"> 5/13-5/15: Agency Briefings 	<ul style="list-style-type: none"> 6/29: Change requests form 	<ul style="list-style-type: none"> 7/8: Change requests due 	<ul style="list-style-type: none"> Develop Budget 	<ul style="list-style-type: none"> CC Intro (9/8) and FC Mtgs (9/14, 9/15, 9/28) 		<ul style="list-style-type: none"> Common Council Meetings (11/10-11/12)
Operating	<ul style="list-style-type: none"> 3/30: Send cost to continue to agencies 	<ul style="list-style-type: none"> 4/13-4/24: Agency C2C meetings 		<ul style="list-style-type: none"> 6/9: Operating Kick Off 	<ul style="list-style-type: none"> 7/17: Agency Op Requests Due 	<ul style="list-style-type: none"> 8/12-21: Agency Briefings 	<ul style="list-style-type: none"> Develop budget 	<ul style="list-style-type: none"> CC Intro (10/6) and FC Mtgs (10/12, 10/13, 10/26) 	<ul style="list-style-type: none"> Common Council Meetings (11/10-11/12)
Projections				<ul style="list-style-type: none"> Mid Year Projections & Agency Meetings 	<ul style="list-style-type: none"> Mid Year Resolution (Intro 7/21; adopt 8/4) 			<ul style="list-style-type: none"> Year End Projections & Agency Meetings 	<ul style="list-style-type: none"> Year End Resolution (Intro 11/24, adopt 12/8)

How will the process compare to last year?

2027 capital budget process and deadlines are essentially the *same as 2026*.

- **Calendar**
 - Key dates fall on same week as prior year
- **Proposal Forms**
 - Simplified “Short Form” for all projects currently in CIP
 - “Change Request Form” in July for project changes
 - Horizon List requests submitted through simple Word Doc form
- **Briefings**
 - Q&A format with no prepared slides

Capital Budget Borrowing Targets

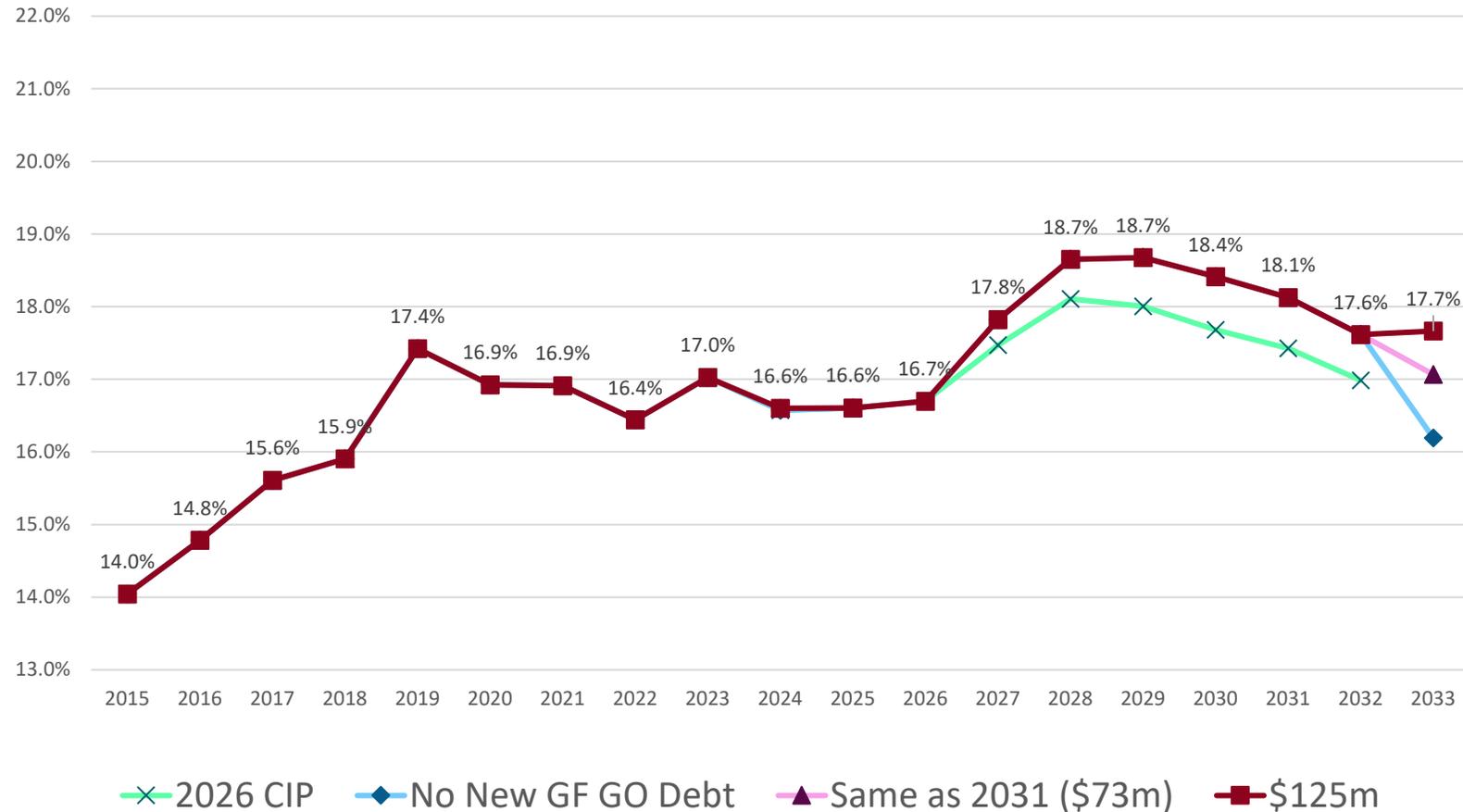
Considerations for Setting a Borrowing Target: Bond Rating

- Madison's general obligation debt has the highest rating (Aaa, or Triple A) from Moody's Investors Service. This rating ensures the lowest possible interest cost.
- Factors in the rating include overall debt burden, level of operating reserves, strength of the local economy and the city's financial management.
- The city's debt, including pension and other post-employment benefit obligations, is considered moderate/high by Moody's.

Considerations for Setting a Borrowing Target: Debt Service Share

Debt Service Share of General Fund (2027 Preliminary)

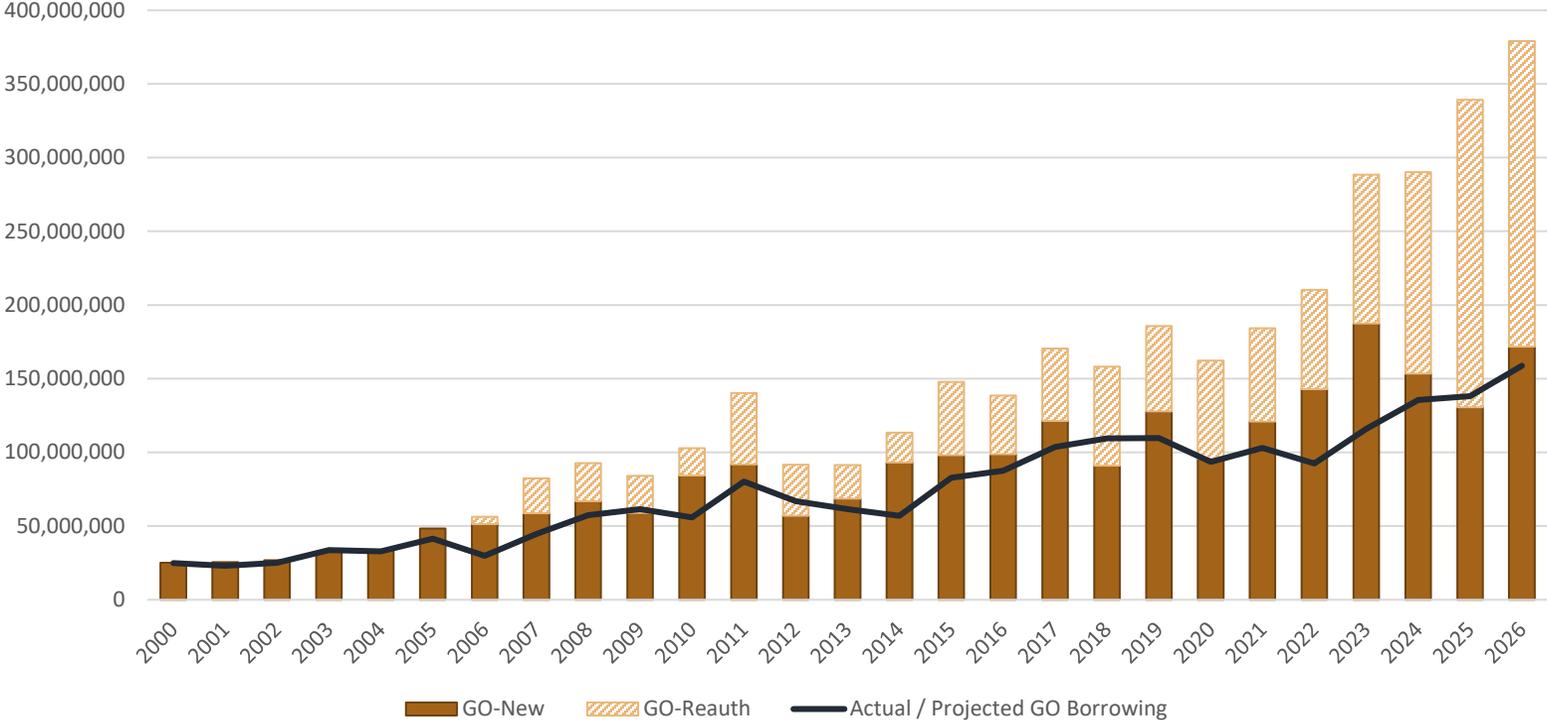
Interest Rate = 5%



- 2027 preliminary projection slightly higher than 2026 adopted due to assuming higher interest rates.
- Maintaining or lowering overall share of debt service will limit new borrowing to \$100m-\$125m

Actual borrowing is significantly lower than budget authority

Actual GO Borrowing Compared to Authorized Budget
2000 to 2026



- Since 2000, average borrowing = 65% of authorized budget
- Since 2020 = 47% of authorized budget
- Amount is determined through borrowing exercise conducted over the summer, prior to the debt sale.
- Projects are reviewed for close-out per [APM 1-8](#).
- Agencies should carefully review timelines and capacity for existing projects before asking for new appropriations.

Interaction Between Capital Budget Borrowing and Operating Budget

- **Most capital projects are partially or wholly supported by general obligation debt issued by the City.**
 - GO borrowing includes general fund (GF) and non-GF sources (e.g. Stormwater, TIF).
 - There are some benefits to borrowing from non-GF sources, but this borrowing is still backed by the full faith and credit of the City. Guidance on borrowing limits applies to **both** GF and non-GF borrowing.
- **Reducing debt service does not address the structural deficit.**
 - Debt service is excluded from levy limit calculations, which is based on net new construction.
 - Reducing debt service will not increase the allowable levy for operations.
- **Reducing debt services does lower allowable total property tax.**
 - Debt service is added back in to levy limit based on amount borrowed in current year (ex. 2026 debt service in levy limit = 2025 borrowing = 2025 adopted capital budget).
 - Reducing debt service will lower total tax bill for residents.

Allowable Capital Expenses

Allowable Capital Expenses per [MGO 4.02\(6\)\(c\)\(3\)](#):

- 1. Monetary thresholds:** Land purchases and improvements >\$3,000; new construction and construction of buildings >\$5,000; original equipment or motor vehicle purchases >\$20,000 in cost and having a life expectancy of 10+ years or the useful life of the asset.
- 2. Major Construction and Infrastructure (Not Maintenance):** Projects requiring the borrowing of money including, but not limited to, construction or reconstruction of public utilities, streets, sidewalks, storm and sanitary drainage facilities. Major alterations to buildings/ facilities which are not routine repairs and which substantially enhance the value of a structure or change its use.
- 3. Other:** Such other capital outlays as the Mayor and Common Council shall designate.

Considerations for Capital Budget Requests

- Requests should primarily focus on tangible assets (e.g. land, buildings, vehicles). If requesting staff time, ensure costs are related to eligible capital expenditures/ creation of a capital asset.
- Capital budget proposals should **not** include routine maintenance, software licenses, or programmatic expenses (e.g. events related to a project).

Note on Software Costs

- A recent Governmental Accounting Standards Board pronouncement (GASB 96), created new requirements for “Subscription-Based Information Technology Arrangements” (SBITAs), which encompass most software.
- GASB 96 fundamentally treats annual subscription costs as a lease that should be funded on a pay-as-you-go basis, not debt financed.

Software costs that CAN be capitalized

- Most costs for initial implementation (e.g. configuration, coding, testing, other costs to put the subscription asset into service)
- Most costs for substantial modifications to an existing SBITA software (e.g. adding a new module)

Software costs that CANNOT be capitalized

- Subscription/ license costs, ongoing storage fees, other ongoing costs
- Migration costs to move to the cloud
- Training, support, and other maintenance costs

Note on Software Costs

- If your project includes a technology component, you should **not** include the cost of software licenses or other recurring expenses in your capital project.
- If you have a question about whether certain costs are eligible to be capitalized (e.g. implementation), contact the Finance Department.
- If you currently have enterprise-wide software in your capital budget, or plan to pay for software with non-borrowing sources in the capital budget, contact the Finance Department to discuss.
- The Operating Budget process will include steps to identify and budget for software costs.
 - Agencies should identify recurring license costs for *current* software as part of Cost to Continue in April. Cost to Continue will not address new technology/ new requests.
 - Finance is planning to allocate funding in Direct Appropriations to cover mid-year requests that are not included in agency's base budget.
 - Operating request guidance is TBD.

Other Citywide Planning Efforts

Long Range Facilities Plan

- PCED / Finance / Engineering-Facilities joint effort.
- Quarterly meetings to discuss citywide facilities needs
- Engineering-Facilities is compiling known LRFPP projects into a timeline by end of March to inform budget process

TID Funding

- EDD Team facilitates quarterly TID budget meetings
- If your budget requests include TID funding, be sure to participate in quarterly meetings and coordinate with TID team on funding sources (borrowing vs increment)

Capital Budget Guidance

Budget Guidance: Fiscal Responsibility & Planning

The 2026 adopted CIP is the baseline for the 2027 CIP.

1. Borrowing Targets

- **Citywide Target:** Keep projected debt service at or below current levels.
- **Agency Target:** No hard target for agency increases. Increases may be requested to respond to inflation and other economic pressures but are not guaranteed to be approved.

2. Agencies should scrutinize projects and programs approved in the 2026 CIP.

- Ensure the timeline and funding requests reflect current plans, are realistic, and that there is sufficient staff capacity to move them forward.
- If changes to the 2026 Adopted CIP are needed, agencies will be able to submit changes.

3. Agencies must prioritize requests in the transmittal memo.

- Agencies must explain their criteria for prioritization and how the projects address community needs.

4. Projects in the 2026 CIP are not guaranteed funding in 2027.

- Existing projects and program may be reduced or delayed to meet citywide borrowing targets.

Budget Guidance: Changes to Current CIP

Agencies may propose changes to reflect current plans. The following changes do not require submitting additional justification for approval.

- 1. Reductions:** Projects that will be delayed or will not happen as originally proposed should be submitted as a reduction proposal.
- 2. Cost neutral adjustments:** Agencies may shift project timelines within a project across years in the CIP. Agencies may also shift funding across projects as long as the total over the five years (2027 through 2031) does not increase from 2026 adopted levels.
- 3. Program increases in final year:** Agencies may request a 5% increase to programs in 2032.
 - Guidelines allow for a 5% increase in program budgets in the final year of the CIP (2032).
 - This guidance is consistent with budget guidance from prior years, which limited inflation increases to the final year of the CIP.

Budget Guidance: Funding Increases & New Projects

Agencies may request budget increases or new projects under the following conditions. Agencies will be required to submit justification for increases or new projects.

1. **Increases to existing projects and programs:**

- There is a known increase to project costs (e.g., recent construction bids, updated studies).
- There are anticipated cost increases related to inflation or other economic factors.
- Agencies must provide a detailed explanation of the data and analysis used to develop increase requests.

2. **New Projects:**

- The project is primarily funded by non-general obligation borrowing (e.g., grants, TIF increment).
- The project meets an emergency need not anticipated in 2026.
- The project is currently on the Horizon List and is ready to be advanced.
- The project is planned for the last year of the CIP (2032).

3. **Horizon List:** Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped.

Components of a Budget Request

Budget Process: Continuing efforts to streamline request process

All existing programs will be eligible to use “Short Form” proposal. Agencies that simply request to implement existing projects/ programs will have **significantly reduced** budget submission requirements.

Short Form

- Review project description, schedule, and operating impacts; update non-budgetary info as needed
- For programs, allowable to add funding in 2032 with a 5% increase
- Agencies may request increased funding/ other significant changes to existing projects if needed; increases must be thoroughly explained

Long Form

- Complete proposal form with justification for the new project
- Form has been simplified compared to prior years; fewer narrative questions

Project vs. Program

- A **capital project** is a large-scale, time limited project with a defined start and end date.
- A **capital program** is a large-scale, continuing work plan.
- Some sections of the proposal form vary between projects and programs. If you're not sure whether something is a project or program, check the "Project Type" in the adopted budget.

Engineering - Major Streets

Project Overview

Project	Atwood Avenue	Project #	11127
Citywide Element	Land Use and Transportation	Project Type	Project

Project Description

This project funds the reconstruction of Atwood Avenue from Fair Oaks Avenue to Cottage Grove Road to a three-lane boulevard with multi-use paths. Median and crosswalk enhancements are proposed for safe pedestrian crossing to Olbrich Gardens and Olbrich Park. The multi-use path will be utilized for the Lake Loop route around Lake Monona. A new pedestrian and bicycle bridge over the Starkweather Creek is included in the project. The goal of the project is to improve the facilities for pedestrians, bicyclists, motor vehicles and transit. Federal funds are approved by the Metropolitan Planning Organization (MPO). Funding shown is City cost share.

Project Budget by Funding Source

	2023	2024	2025	2026	2027	2028
GF GO Borrowing	4,530,000	-	-	-	-	-
Municipal Capital Participate	486,000	-	-	-	-	-
Reserves Applied	350,000	-	-	-	-	-
Revenue Bonds	797,000	-	-	-	-	-
Special Assessment	551,000	-	-	-	-	-
TOTAL	\$ 6,714,000	\$ -				

Project	Bridge Repair	Project #	10538
Citywide Element	Land Use and Transportation	Project Type	Program

Project Description

This program is for repair, replacement, and painting of bridges to maintain a safe condition. The goal of this program is to provide safe bridges measured by routine evaluation. Project funding in this program includes bridge repair and resurfacing. Funding in 2023 is for epoxy resurfacing of bridge decks.

Project Budget by Funding Source

	2023	2024	2025	2026	2027	2028
GF GO Borrowing	170,000	170,000	177,000	186,000	195,000	205,000
TOTAL	\$ 170,000	\$ 170,000	\$ 177,000	\$ 186,000	\$ 195,000	\$ 205,000

Proposal Components

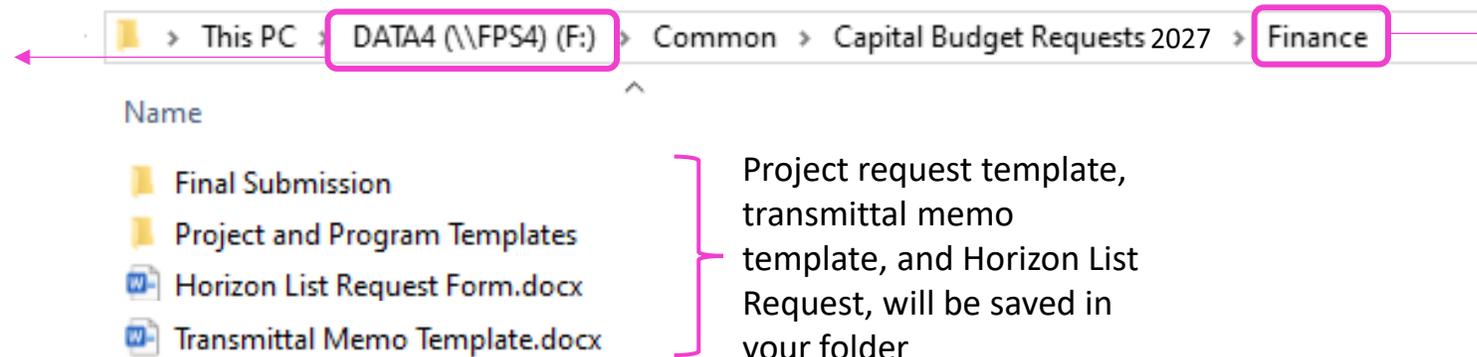
	1. Transmittal Memo	2. Project/ Program Proposal	3. Horizon List Requests (if applicable)	4. Agency Briefings	5. Change Request Form (July)
Description & Purpose	<ul style="list-style-type: none"> Memo drafted from Agency Head to Finance Director Outlines major changes and priorities of request 	<ul style="list-style-type: none"> Request funding for capital projects and programs Provide details on budget, project timeline, and description 	<ul style="list-style-type: none"> Inform Mayor and Finance of new Horizon List (HL) requests and proposed changes to existing HL items 	<ul style="list-style-type: none"> Meeting with Mayor and Management Review Team 	<ul style="list-style-type: none"> Form to capture changes to proposals after the original request period Only submitted as needed
How to Submit	<ul style="list-style-type: none"> Common Drive: Upload to Agency Folder in Common Drive 	<ul style="list-style-type: none"> Common Drive: Submit 1 Proposal per project/ program 	<ul style="list-style-type: none"> Common Drive: Submit 1 Horizon List form 	<ul style="list-style-type: none"> No slides or formal presentation Attend scheduled briefing 	<ul style="list-style-type: none"> Email budget analyst
Format	<ul style="list-style-type: none"> Template provided by Finance Final version on agency letterhead in memo format 	<ul style="list-style-type: none"> Excel Form “Short Form” if existing project “Long Form” if new project 	<ul style="list-style-type: none"> Word document outlining all proposed changes to existing HL items and new HL requests 	<ul style="list-style-type: none"> Open Q&A between Mayor’s Office and review team to discuss projects 	<ul style="list-style-type: none"> Excel file; template will be available in late-June upon request.

Where to find budget materials

- All budget materials on Common Drive (not SharePoint)
- “Capital Budget Requests 2027” Folder
- F:\Common\Capital Budget Requests 2027

File path will depend on which server you have access to (fps1, fps2, fps4)

Regardless of server, you will be able to navigate to “Capital Budget Requests 2027” folder by going to Common Drive



Navigate to your agency’s folder. Be careful to only edit your agency files.

Transmittal Memo Outline

	1. Transmittal Memo
Description & Purpose	<ul style="list-style-type: none"> Memo drafted from Agency Head to Mayor and Finance Director Outlines major changes and priorities of request
How to Submit	<ul style="list-style-type: none"> Common Drive: Upload to Agency Folder in Common Drive
Format	<ul style="list-style-type: none"> Template provided by Finance Final version on agency letterhead in memo format

Outline of Transmittal Memo

- Summary of Changes from 2026 CIP
 - Not required if submitting a request consistent with the 2026 CIP
 - Description of budget neutral changes or reductions
 - Description of requests/ requests for increased funding and justification for timing if proposed prior to 2032
- Prioritized List of Capital Requests
 - Prioritized list of all proposals and methodology for prioritization
 - Alternate prioritization if federal funding is reduced
- Enterprise Agencies:
 - Use of Enterprise Funds to support debt service and impact on user rates

Project/ Program Request Form

	2. Project/ Program Proposal
Description & Purpose	<ul style="list-style-type: none"> Request funding for capital projects and programs Provide details on budget, project timeline, and description
How to Submit	<ul style="list-style-type: none"> Common Drive: Submit 1 Proposal per project/ program
Format	<ul style="list-style-type: none"> Excel Form “Short Form” for existing projects “Long Form” for new projects

Submit one (1) Excel form per proposal

- F:\Common\Capital Budget Requests 2027
- “Short Form” – significantly simplified form for existing projects
- “Long Form” – similar to last year’s form; full proposal for any **new** requests

<p><input checked="" type="checkbox"/> DO</p> <ul style="list-style-type: none"> Test the files early in the process to make sure you have access to files Ask for help; email your budget analyst to troubleshoot issues Save a local copy of request forms and upload final drafts to Common Drive 	<p><input checked="" type="checkbox"/> DON'T</p> <ul style="list-style-type: none"> Do not wait until the last week to start your requests Do not rename folders Do not go into other agency folders
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Short Form Preview

- Finance has pre-populated a short form for all projects/ programs that have funding in 2027 – 2031 included in the 2026 CIP
- Use this form for all existing projects/ programs, even if you are requesting to increase funding or make other significant changes

Long Form Preview

- One template for any proposal that creates a new project/ program
- Similar to last year's form – includes questions on alignment with citywide strategic plans, detailed budget proposal, schedule, and operating impacts
- Conditional formatting built into form depending on whether the request is a Project or Program in the project type field
- Agencies create a copy of the template for each proposal they want to submit

Horizon List Requests

	3. Horizon List Requests
Description & Purpose	<ul style="list-style-type: none"> Inform Mayor and Finance of new Horizon List (HL) requests and proposed changes to existing HL items
How to Submit	<ul style="list-style-type: none"> Common Drive: Submit 1 Horizon List form
Format	<ul style="list-style-type: none"> Word document outlining all proposed changes to existing HL items and new HL requests

Submit Word Doc Form to make Horizon List Changes or Add New Items

- Submit all changes to current Horizon List or requests to add new projects to the Horizon List by the proposal deadline
- Purpose is to identify projects that meet a clear community purpose but are not yet conceptualized to the level needed to be included in an agency request
- Typically encompasses projects that are identified through other planning processes (for example, a Parks Master Plan or neighborhood plan) but are not yet ready for a full budget proposal due to outstanding issues
- NOT a 'wish list' for projects you would have submitted if not for the limitations on new projects
- Required information includes: Project Description; Estimated Budget (if known); Estimated Operating Impacts (if known); Issues to be Addressed (e.g. additional studies, scoping, sequencing with other projects)

Agency Briefings

4. Agency Briefings	
Description & Purpose	<ul style="list-style-type: none">Meeting with Mayor and Management Review Team
How to Submit	<ul style="list-style-type: none">No slides or formal presentationAttend scheduled briefing
Format	<ul style="list-style-type: none">Open Q&A between Mayor's Office and review team to discuss projects

Briefings to be scheduled 5/13, 5/14, 5/16, and 5/18

- Similar format as last year – no presentations, open-ended Q&A format with the Mayor and review team.
- Finance will provide standard questions. Be prepared to discuss any component of your request.
- Assume that the review team has read your proposal.
- If there are no questions for your agency, you may leave the briefing early.
- Draft schedule will be emailed by end of week
 - Wednesday, May 13, 2-4pm
 - Thursday, May 14, 2-4pm
 - Friday, May 15, 10-11am
 - Monday, May 18, 2-3pm

Change Request Forms (July)

	5. Change Request Form (July)
Description & Purpose	<ul style="list-style-type: none">• Form to capture changes to proposals after the original request period• Only submitted as needed
How to Submit	<ul style="list-style-type: none">• Email budget analyst
Format	<ul style="list-style-type: none">• Excel file; template will be available in late-June upon request.

- Form instituted in 2025 budget development to capture change requests (for example, due to known cost changes based on construction bids, federal policy change)
- Will be available to agencies by June 29, due July 8

Management Review Team

- Management Review Team is a cross-disciplinary staff team that will evaluate proposals and make recommendations to the Mayor. Members include:
 - Dept. of Civil Rights: kristy kumar
 - Engineering: Jim Wolfe
 - Eng. – Facilities: Bryan Cooper
 - Finance: Dave Schmiedicke
 - IT: Sarah Edgerton
 - PCED: Matt Wachter
 - Streets/ PW Lead: Charlie Romines
 - Sustainability: Jessica Price
 - Transportation: Christof Spieler
- Review Team may ask agencies for additional information or brief meetings with agencies to follow up on specific projects
- Review Team members and Deputy Mayors will participate in briefings and decision meetings
- Review Team will meet outside of briefings to develop recommendations to present to Mayor's office

Resources

Budget Team:

- Analyst assignments on [Employeeenet](#)
- Technical issues with the budget form: email rpennington@cityofmadison.com

Subject Matter Experts:

- **Dept. of Civil Rights/ Racial Equity and Social Justice:** Kristy Kumar (kkumar@cityofmadison.com)
- **Facilities:** Bryan Cooper (bcooper@cityofmadison.com)
- **Information Technology** (IT project requests, surveillance tech): Sarah Edgerton (sedgerton@cityofmadison.com) and Amanda Lythjohan (alythjohan@cityofmadison.com)
- **Sustainability & Resilience:** Jessica Price (jprice2@cityofmadison.com)