

2022 Operating Budget Agency Requests



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Assessor**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	2,430,782	2,712,661	2,853,615	2,790,146	2,761,790	2,761,790
TOTAL	\$ 2,430,782	\$ 2,712,661	\$ 2,853,615	\$ 2,790,146	\$ 2,761,790	\$ 2,761,790

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Assessor	2,430,782	2,712,661	2,853,615	2,790,146	2,761,790	2,761,790
TOTAL	\$ 2,430,782	\$ 2,712,661	\$ 2,853,615	\$ 2,790,146	\$ 2,761,790	\$ 2,761,790

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,656,686	1,843,706	1,903,218	1,902,022	1,878,476	1,878,476
Benefits	495,570	566,795	710,859	616,599	604,246	604,246
Supplies	67,304	48,000	77,927	48,000	51,000	51,000
Purchased Services	192,011	233,714	141,165	195,823	200,366	200,366
Inter Depart Charges	19,212	20,446	20,446	27,702	27,702	27,702
TOTAL	\$ 2,430,782	\$ 2,712,661	\$ 2,853,615	\$ 2,790,146	\$ 2,761,790	\$ 2,761,790

To: Dave Schmiedicke, Finance Director

From: Michelle Drea, City Assessor

Date: July 9, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

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

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

Assessments

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

Data

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

COVID Recovery

Market data is crucial for creating effective COVID recovery models. In order to promulgate recovery efforts, the impact of COVID must be understood. This cannot occur without market data around our residential and commercial property markets. This data allows for targeted and efficient responses to those who have been impacted most. This effort is supported through our data collection efforts and reflected in our assessments.

Our service delivery is impacted by the loss of field inspections. Accurate data cannot be collected without appropriate tools. Field inspections are one of the most heavily relied upon tools in our data collection efforts. These inspections are triggered by permits and sales. For permits, field inspections allow our office to quantify the work completed (roof, deck, remodel) and the quality class of the work for valuation purposes. For sales, inspections allow our office an actual view of the property to confirm listed property attributes, quality grading, and evaluate market data for the sale. Considering the current data available from Public Health, we anticipate field inspections to resume in 2022.

Without field inspections, we have to rely upon digital tools to assist in data collection. CoStar, MLS, and Pictometry are the three digital sources we currently have available. We are engaged in an ongoing effort to be creative in accessing this data. This includes expanding the scope and range of subscriptions to these services.

For our Open Book period, we partnered with IT to further develop the online portal for property owners to provide our office with information and integrated the objection process. Further capitalizing on this opportunity, we added a portal to allow property owners to provide sales and permit data.

2022 Request & Equity

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

Further, it is the Assessor's responsibility to have knowledge of and intercede, when appropriate, with proposed or pending legislation that might increase this potential. Property assessment and taxation legislation and case law are powerfully impactful to equity. Our interactions with those systems must be consistent and effective. A recent example is successfully advocating against repealing the personal property tax.

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

2022 Request & Sustainability

A stated goal under the Green and Resilient element of our Comprehensive Plan is that Madison will be a leader in stewardship of our land, air, and water resources. The Assessor's Office interacts with this goal in two ways. First, our data allows evaluation of resources within the City. All parcels and lots are codified with appropriate use acknowledged. This is foundational to quantifying where resources are best spent toward the stated goal.

Second, in an internal sustainability improvement process, our paper processes are being consciously deconstructed in preparation for our new CAMA/Valuation Technology System. This saves paper and the energy of constant printing of hundreds of permits and sales transfers. Further, it allows staff the opportunity to think through the changes in process and refine as we

near adoption of new technology. An added benefit of this approach regards change management. Tackling the paper processes before adopting the technology breaks the change into navigable chunks resulting in improved morale and processes.

Major Changes in 2022 Operating Request

Our agency request does not include any changes from the cost to continue budget.

Summary of Reductions

The Assessor's Office budget is lean. At the start of my tenure in 2018, we began to research and implement office efficiencies. For example, we have completely eliminated overtime. This represents an average savings of \$5,000 per year. Further, our office reorganization in 2019 resulted in a savings of \$41,200. The effort and results of the robust continuous improvement in our office budgeting means that we do not have excess, outside of personnel, to offer for reduction.

The reorganization resulted in an efficient and effective small team doing impactful work. However, it also resulted in a lack of positions that can go unfilled without significant consequence. When evaluating our staffing, it was critical to our management team to avoid any lay-offs. The first proposed reduction would be to not fill a vacant Assessment Technician position. Unfortunately, to reach the 5% reduction we would need to eliminate a currently filled Assessment technician position as well.

Each Assessment Technician is responsible for capturing approximately \$214,000,000 in new construction value each year by gathering, analyzing, and verifying all new construction data in the City. New construction value is the sole mechanism by which the levy can be increased. This levy increase (new construction) equals \$4,800,000 in tax revenue. There is no other staff available to fill this gap. New construction data would be lost.

It is the Assessor's responsibility to ensure all parcels within the City are valued uniformly. This requires accurate data. The Assessment Technician staff is solely responsible for gathering the initial property data upon which all valuations rely. Furthermore, the Assessor's job goes beyond the discovery, valuation, and listing of property. When communicating with the public, the Assessor needs to demonstrate professionalism, accuracy, honesty, and integrity. Without accurate data, this is an impossible task.

c.c. Deputy Mayors

Budget & Program Evaluation Staff

Scott West, Assessment Operations Manager

Megan Lukens, Assessment Business Systems Manager

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Assessor

SELECT YOUR AGENCY'S SERVICE:

Assessor

SERVICE NUMBER:

101

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,430,782	\$2,712,661	\$2,853,615	\$2,790,146	\$2,761,790	\$2,761,790
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,430,782</i>	<i>\$2,712,661</i>	<i>\$2,853,615</i>	<i>\$2,790,146</i>	<i>\$2,761,790</i>	<i>\$2,761,790</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$2,152,256	\$2,410,501	\$2,614,077	\$2,518,621	\$2,482,722	\$2,482,722
Non-Personnel	\$259,314	\$281,714	\$219,092	\$243,823	\$251,366	\$251,366
Agency Billings	\$19,212	\$20,446	\$20,446	\$27,702	\$27,702	\$27,702
<i>Total</i>	<i>\$2,430,782</i>	<i>\$2,712,661</i>	<i>\$2,853,615</i>	<i>\$2,790,146</i>	<i>\$2,761,790</i>	<i>\$2,761,790</i>
FTEs		78.70		24.00	24.00	24.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Discover Property	30	The discovery function includes gathering, analyzing, and verifying all property data.
Listing Property	20	The listing function includes maintaining maps and records of all property in the City. Maintaining records involves updating real and personal property attributes such as land divisions, ownership changes, legal descriptions, building characteristics, and creating new building records for new construction.
Valuing Property	40	It is the assessor's responsibility to ensure the parcels within the district are valued uniformly. Valuation involves rigorous statistical analysis using data acquired through the listing and discovery functions. Also, this function includes defending values in settings such as Board of Assessors, Board of

Review, circuit court and beyond.

Communications and Required Reporting

10

The assessor's job goes beyond the discovery, valuation, and the listing of property. When communicating with the public, the assessor needs to demonstrate professionalism, accuracy, honesty and integrity.

State statutes require a variety of reporting from our office. This includes the Municipal Assessment Report and Statement of Assessment. The calculations derived from data submitted on these reports directly impact the levy, aid payments, and our taxing capacity.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

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

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes
 No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Discover Property	115,086	Technicians gather, analyze, and verify all new construction data in the City. The organization and accuracy of assessment records determine the effectiveness of the assessment function.
List Property	38,362	Measure and list real property attributes to ensure that all property records include accurate data, as required by state statute.

Total	\$153,448
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$153,448	This decrease is not filling a currently vacant FTE position: Assessment Technician. And, laying off a current FTE position: Assessment Technician.
Non-Personnel		
Agency Billings		
Total	\$153,448	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes, the Assessor's Office provides a municipal service completely governed by state statute. Wisconsin State Statutes Chapter 70 and the *Wisconsin Property Assessment Manual* mandates all aspects of the Assessor's Office duties. No other agency nor organization may perform these duties. Further, noncompliance ultimately results in the Wisconsin Department of Revenue intervening. This intervention can include completely taking over the assessment function for the City.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

The Assessor's Office budget is lean. At the start of my tenure in 2018, we began to research and implement office efficiencies. For example, we have completely eliminated overtime. This represents an average savings of \$5,000 per year. Further, our office reorganization in 2019 resulted in a savings of \$41,200. The effort and results of the robust continuous improvement in our office budgeting means that we do not have excess, outside of personnel, to offer for reduction.

The reorganization resulted in an efficient and effective small team doing impactful work. However, it also resulted in a lack of positions that can go unfilled without significant consequence. When evaluating our staffing, it was critical to our management team to avoid any lay-offs. The only vacant position is an Assessment Technician.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Each Assessment Technician is responsible for capturing approximately \$214,000,000 in new construction value each year by gathering, analyzing, and verifying all new construction data in the City. New construction value is the sole mechanism by which the levy can be increased. This levy increase (new construction) equals \$4,800,000 in tax revenue. There is no other staff available to fill this gap. New construction data would be lost.

It is the Assessor's responsibility to ensure all parcels within the City are valued uniformly. This requires accurate data. The Assessment Technician staff is solely responsible for gathering the initial property data upon which all valuations rely. Furthermore, the Assessor's job goes beyond the discovery, valuation, and listing of property. When communicating with the public, the Assessor needs to demonstrate professionalism, accuracy, honesty, and integrity. Without accurate data, this is an impossible task.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Attorney**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	2,900,443	3,247,167	3,118,646	2,920,682	2,916,433	2,916,433
TOTAL	\$ 2,900,443	\$ 3,247,167	\$ 3,118,646	\$ 2,920,682	\$ 2,916,433	\$ 2,916,433

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Ordinance Enforcement	726,786	1,001,664	912,622	903,763	933,892	933,892
Legislative Services	132,449	188,230	123,608	153,280	143,806	143,806
Counsel And Representation	2,041,208	2,057,273	2,082,416	1,863,639	1,838,735	1,838,735
TOTAL	\$ 2,900,443	\$ 3,247,167	\$ 3,118,646	\$ 2,920,682	\$ 2,916,433	\$ 2,916,433

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Misc Revenue	(363)	-	(1,927)	-	-	-
Transfer In	-	-	(136,934)	-	-	-
TOTAL	\$ (363)	\$ -	\$ (138,861)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,243,605	2,497,096	2,422,072	2,260,602	2,264,286	2,264,286
Benefits	581,052	643,865	787,668	627,616	617,613	617,613
Supplies	28,958	39,501	24,636	22,011	22,011	22,011
Purchased Services	150,486	182,501	138,927	183,143	185,213	185,213
Inter Depart Charges	6,015	7,526	7,526	6,690	6,690	6,690
Inter Depart Billing	(109,310)	(123,322)	(123,322)	(179,380)	(179,380)	(179,380)
TOTAL	\$ 2,900,805	\$ 3,247,167	\$ 3,257,507	\$ 2,920,682	\$ 2,916,433	\$ 2,916,433



Office of the City Attorney

Michael R. Haas, City Attorney

Patricia A. Lauten, Deputy City Attorney

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LITIGATION ASSISTANT
Patricia V. Gehler

To: Dave Schmiedicke, Finance Director
From: Michael Haas, City Attorney
Date: July 12, 2021
Subject: 2022 Operating Budget Transmittal Memo

With this Memorandum, I am submitting the proposed budget for the Office of the City Attorney (OCA) for 2022. As instructed, we have met our agency target and also include a 5% reduction.

Major Goals

The OCA Budget consists of three services:

1. Prosecute violations of the City's laws and enforcing ordinances adopted by the Common Council. The 2022 goal will be to continue timely prosecution of ordinance violations in Madison Municipal, Dane County Circuit and the Appellate Courts.
2. Provide legislative counsel, drafting and revising the City's code of ordinances and advising the Common Council and City Boards, Committees and Commissions on the meaning of legislative enactments. The OCA will continue its efforts to use RESJI principals in ordinance drafting.
3. Provide legal counsel and representation to the City, drafting documents, advising City officials and employees on compliance with the law, representing the City in court, negotiating on the City's behalf and otherwise using legal procedures to support and defend the lawful decisions of City officials and agencies.

Our key goals in all three services areas are to increase City-wide efficiency and to work on Performance Excellence and Results Madison to find measures for client satisfaction with our services.

COVID Recovery

The majority of the OCA 2022 budget is salaries. Attorneys will continue to advise Public Health Madison Dane County and other City agencies on COVID related matters.

2022 Request & Equity

The OCA has a long history of hiring full-time summer law clerks from the State Bar Diversity Clerkship and the Wisconsin Public Interest Interview Programs. In the past, these law clerks have continued working part-time to assist with research and document drafting projects. These programs have been used to develop attorneys from diverse backgrounds who are interested in municipal law. Unfortunately, in the 2021 and possibly in the 2022 budget, we had to make difficult decisions to reduce these programs to meet our 5% reduction each year.

2022 Request & Sustainability

A continued goal of the OCA is to reduce paper. In our 2022 budget, the plan is to continue relying on web-based services for legal research (Westlaw) instead of hard copy books and Municode for the Madison General Ordinances. We will continue to encourage heavy users of the Madison General Ordinance to use the web-based version of the MGOs and not wait until the hard copy version arrives.

The OCA will continue the use of the software program CityLaw to electronically track of general assignments, litigation and labor relations matters. This program is also used to store documents instead of creating hard copy files. The prosecution staff has become proficient in saving and storing all municipal court documents electronically.

Major Changes in 2022 Operating Request

There are no major changes in the OCA 2022 Operating Request.

Summary of Reductions

A 5% reduction in our 2022 agency budget amounts to approximately \$145,000. In order to meet this reduction, our agency proposes the reductions listed below:

	<u>Savings</u>
1. Eliminate a permanent Assistant City Attorney position (full-time salary and benefits) (51110)	\$115,000
• Eliminating a Permanent Assistant City Attorney position with salary and benefits is the only way our agency can achieve anything close	

to a 5% budget reduction. This would save our agency and the City approximately \$115,000. However, eliminating an attorney position would significantly hamper agency operations given the increasing workload required to adequately serve City agencies and policymakers. It would put a serious burden on both the agency's prosecution team as well as attorneys representing City agencies, which are currently under-staffed.

2.	Reduce Hourly Wages (Law Clerks) (51210)	10,000
	<ul style="list-style-type: none"> • If we reduce Hourly Wages to save \$10,000, we would only be able to fund one law student program for the summer. Any other law students working in our office would be unpaid. We may have to alternate the Public Interest and Diversity clerkships from one year to the next instead of hosting both clerkships at the same time. This reduction would increase the workload for the attorneys and paralegal in our office and would reduce opportunities to help develop attorneys interested in municipal law, including those who would be good prospects for future hires. 	
3.	Eliminate UW Law School Prosecution Intern Program (54810)	3,000
	<ul style="list-style-type: none"> • If we eliminate the UW Madison Law School Prosecution Intern Program to save \$ 3,000, it would put a strain on our already overworked prosecution staff. 	
4.	Reduce Office Supplies (53110)	2,000
5.	Reduce Copy/Print (53120)	2,000
6.	Reduce Furniture (53130)	1,000
7.	Reduce Conference/Training (54520)	5,000
8.	Reduce Print/Serve (54655)	<u>4,400</u>
	Total	\$142,400

Looking at our remaining accounts, we cannot reduce accounts such as transcripts and legal services and safely represent the City in legal matters. These accounts pay for process servers and sheriff departments to serve legal documents on defendants and other parties. Ordering transcripts for prosecution appeals and circuit court lawsuits is a necessary part of litigation and needed to write legal documents and properly prepare for court. We have little control over costs for items such as transcripts as they are entirely driven by the amount of litigation the City is drawn into as a defendant. In addition, further reductions in non-personnel costs risk our ability to adequately support existing staff with their required tasks.

July 12, 2021

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Other accounts such as System License Maintenance (54335) seem to increase every year as we move to electronic data and filing systems. For the OCA, we currently pay license fees for Municode (on-line Madison General Ordinances), Tipss (municipal court data to assist prosecution staff) and CityLaw (electronic filing system). We cannot reduce these fixed costs as these systems are integral to the worked performed in the office.

cc: Deputy Mayors
Budget & Program Evaluation Staff

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Attorney ▼

SELECT YOUR AGENCY'S SERVICE:

Counsel And Representation ▼

SERVICE NUMBER:

113

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,041,208	\$2,057,273	\$2,082,416	\$1,863,639	\$1,838,735	\$1,838,735
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,041,208	\$2,057,273	\$2,082,416	\$1,863,639	\$1,838,735	\$1,838,735
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$20,801)	\$0	\$0	\$0
Personnel	\$2,052,275	\$2,062,216	\$2,130,673	\$1,932,433	\$1,906,123	\$1,906,123
Non-Personnel	\$96,013	\$115,871	\$93,359	\$108,356	\$109,762	\$109,762
Agency Billings	(\$107,079)	(\$120,814)	(\$120,814)	(\$177,150)	(\$177,150)	(\$177,150)
Total	\$2,041,208	\$2,057,273	\$2,082,416	\$1,863,639	\$1,838,735	\$1,838,735
FTEs		12.83		11.63	11.63	11.63

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Field general legal inquiries and provide legal advice.		Give legal advice to Departmen/Division Heads, supervisor and employees.
City Training		Provide training to employees on various topics such as Public Records, Open Meetings, How to Conduct Employee Investigations.
Assist in the drafting of contracts, review and sign most City contracts		Work with agencies to assist in the drafting of contracts, continuous review of City contracting policies.
Labor Law/EEO/AA		Attend all aspects of any complaint filed against the City with the Equal Opportunities Commission, Equal Rights Division or Affirmative Action. Advise departments regarding the discipline process.
Public Records for Agencies		Work closely with agency records coordinators regarding open records requests.

Liase with Common Council and Mayor's Office		Attend Common Council Meetings and Boards, committees and subcommittees as needed.
Serve as Litigator for City cases		Attend to all aspects of lawsuit involving the City of Madison.
Oversee outside Counsel for litigation sent to insurance carriers		Review documents filed by outside counsel; attend meetings regarding litigation matters and assist with strategy.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Increase Object Code 54130 for contractual increases in WestLaw and Municode. Increase Object Code 54121 (Cellular Phone) in case prosecutors are still using City issued cell phones for municipal court phone hearings. To meet these increases, Comp Absence and Conference and Training were reduced in order to meeting target.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund Major Amount Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Office of the City Attorney primarily serves internal City clients and customers and does not directly represent members of the public. The budget proposal to eliminate compensation for law school clerks and interns, and to reduce opportunities for training, will impact the ability of agency staff to handle increasing workload and initiatives of all City agencies in a timely manner. It also further limits the ability of the City Attorney's Office to impact the development of a more diverse pool of attorneys who may be qualified and interested in the field of municipal law. The Attorney's Office will continue to have open communication with all City agencies regarding any impacts on our service going forward.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Input boxes for questions a through e.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Input box for recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$145,000

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

\$20,210

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Table with 3 columns: Activity, \$Amount, Description. Rows include: Reduce hourly wages (\$10,000), Eliminate UW Madison Prosecution Intern Program (3,000), Reduce conference and training (5,000).

Activity	\$Amount	Description
Reduce Furniture	1,000	
Reduce Office Supplies	1,210	
<input type="checkbox"/> Insert item		
Total	\$20,210	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$13,000	Reduce hourly law clerk wages and eliminate the UW Madison Prosecution Intern Program
Non-Personnel	\$7,210	Reduce Furniture, office supplies, conferences and training.
Agency Billings		
Total	\$20,210	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Municipal Court, Building Inspection, Police, Public Health Madison Dane County

Describe why the proposed reduction was chosen.

These line items were chosen as other accounts cannot be safely reduced to allow the Attorney's Office to represent the City of Madison in legal matters.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Reducing the conference and training account means attorneys may not be able to travel for proper training opportunities. By reducing hourly wages and eliminating the UW Madison Prosecution Intern Program, it will move the workload to attorneys and the paralegal in our office.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total		

0

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2_062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Attorney

SELECT YOUR AGENCY'S SERVICE:

Legislative Services

SERVICE NUMBER:

112

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$132,449	\$188,230	\$123,608	\$153,280	\$143,806	\$143,806
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$132,449</i>	<i>\$188,230</i>	<i>\$123,608</i>	<i>\$153,280</i>	<i>\$143,806</i>	<i>\$143,806</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$99,586	\$151,947	\$97,010	\$122,730	\$113,047	\$113,047
Non-Personnel	\$31,419	\$33,774	\$24,088	\$28,320	\$28,529	\$28,529
Agency Billings	\$1,444	\$2,509	\$2,509	\$2,230	\$2,230	\$2,230
<i>Total</i>	<i>\$132,449</i>	<i>\$188,230</i>	<i>\$123,608</i>	<i>\$153,280</i>	<i>\$143,806</i>	<i>\$143,806</i>
FTEs		1.25		1.19	1.19	1.19

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Public Access to City of Madison General Ordinances thru Municode.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Write and review ordinances		Work with City agencies on drafting ordinances.
Maintain code of ordinances		Send adopted ordinances to Municode for codification.
Data entry in Legistar (resolutions, ordinances, agendas, minutes)		Enter Legislative data in Legistar for Common Council and/or Committee approval.
Procedure (Robert's Rules, Committee rules, etc.)		Train City staff on Robert's Rules
Research and analysis		Research ordinance history and drafter's analysis on all ordinance amendments.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▾

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

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

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$145,000

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

\$7,190

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce pre-printed forms (54655)	4,400	Eliminate pre-printed forms. Form can now be accessed electronically
Reduce copy/print (53120)	2,000	Encourage and train those who can use the web-based version fo the Madison general ordinances to reduce ocopying and printing charges.
Reduce Office Supplies (53110)	790	Reduce offie supplies which includes paper by using more electronic filing.

Insert item

Total	\$7,190	
--------------	---------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$7,190	Reduce pre-printed forms, copy and printing charges and office supplies.
Agency Billings		
Total	\$7,190	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No.

Has this reduction been proposed in prior years?

Yes ▼

Does the proposed reduction result in eliminating permanent positions?

No ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

This agency has been trying to reduce paper usage and rely more on web-based programs for legal research and electronic filing.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

None.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select... ▼

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Attorney

SELECT YOUR AGENCY'S SERVICE:

Ordinance Enforcement

SERVICE NUMBER:

111

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$726,786	\$1,001,664	\$912,622	\$903,763	\$933,892	\$933,892
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$726,786	\$1,001,664	\$912,622	\$903,763	\$933,892	\$933,892
<i>Budget by Major</i>						
Revenue	(\$363)	\$0	(\$118,060)	\$0	\$0	\$0
Personnel	\$672,796	\$926,798	\$982,057	\$833,055	\$862,729	\$862,729
Non-Personnel	\$52,012	\$72,357	\$46,116	\$68,478	\$68,933	\$68,933
Agency Billings	\$2,340	\$2,509	\$2,509	\$2,230	\$2,230	\$2,230
Total	\$726,786	\$1,001,664	\$912,622	\$903,763	\$933,892	\$933,892
FTEs		8.50		8.50	8.70	8.70

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

Prosecute violations of City laws and enforce ordinances.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Alcohol enforcement		Advise Alcohol License Review Committee; appear in municipal and circuit court regarding alcohol related matters.
Prosecution of Ordinance violations		Attend to all aspects of prosecuting City of Madison ordinance violations in Municipal and Circuit Courts.
Diversion Programs		Appear in Homeless and Juvenile Court; attend meetings regarding these programs.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Office of the City Attorney primarily serves internal City clients and customers and does not directly represent members of the public. The budget proposal to eliminate a full-time Assistant City Attorney position will most immediately impact the ability of our municipal court prosecution team to handle cases in municipal court including diversion programs such as Homeless and Juvenile Courts which have aided those who may be marginalized by the standard court systems. These impacts may also affect City entities working on these issues and who rely on ordinance enforcement in general, including Police, Building Inspection, Parking Enforcement, Public Health Madison Dane County, Alcohol License Review Committee and Municipal Court. All City agencies listed request and expect citations and violations of the Madison General Ordinance to be handled quickly and effectively in the courts or relevant committees. The Attorney's Office will continue to have open communication with all City agencies regarding impacts on our service going forward.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Eliminate a permanent full-time Assistant City Attorney position.	115,000	Prosecution matters would not be completed in a timely manner.
<input type="checkbox"/> Insert item		
Total	\$115,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$115,000	Eliminate a permanent full-time Assistant City Attorney position
Non-Personnel		
Agency Billings		
Total	\$115,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

1

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Building InspectionFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	4,510,390	4,948,414	4,847,217	5,015,456	5,044,903	5,044,903
TOTAL	\$ 4,510,390	\$ 4,948,414	\$ 4,847,217	\$ 5,015,456	\$ 5,044,903	\$ 5,044,903

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Inspection	2,204,150	2,107,364	2,405,249	2,196,684	2,409,761	2,409,761
Health & Welfare	376,892	506,981	442,349	556,276	485,335	485,335
Zoning & Signs	726,094	858,555	760,900	800,088	771,031	771,031
Consumer Protection	285,759	318,159	259,708	268,175	273,780	273,780
Systematic Code Enforcement	917,495	1,157,355	979,011	1,194,233	1,104,996	1,104,996
TOTAL	\$ 4,510,390	\$ 4,948,414	\$ 4,847,217	\$ 5,015,456	\$ 5,044,903	\$ 5,044,903

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(51,205)	(46,000)	(30,430)	(76,000)	(76,000)	(76,000)
Licenses & Permits	(13,398)	(10,000)	(12,672)	(10,000)	(10,000)	(10,000)
Transfer In	-	-	(13,052)	-	-	-
TOTAL	\$ (64,603)	\$ (56,000)	\$ (56,154)	\$ (86,000)	\$ (86,000)	\$ (86,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	3,158,986	3,364,810	3,322,529	3,333,852	3,370,915	3,370,915
Benefits	996,354	1,093,861	1,110,700	1,117,452	1,109,238	1,109,238
Supplies	50,176	71,273	43,069	71,273	71,273	71,273
Purchased Services	205,309	207,646	157,294	202,578	204,798	204,798
Inter Depart Charges	164,168	272,824	269,779	382,301	380,679	380,679
Inter Depart Billing	-	(6,000)	-	(6,000)	(6,000)	(6,000)
TOTAL	\$ 4,574,993	\$ 5,004,414	\$ 4,903,371	\$ 5,101,456	\$ 5,130,903	\$ 5,130,903



Building Inspection Division

Madison Municipal Building, Suite 017
215 Martin Luther King Jr. Blvd.
P.O. Box 2984
Madison, Wisconsin 53701-2984
Phone: (608) 266-4551
Fax (608) 266-6377
www.cityofmadison.com

DATE: July 9, 2021

TO: Dave Schmiedicke, Finance Director

A handwritten signature in black ink, appearing to read "George C. Hank".

FROM: George C. Hank, Director

SUBJECT: 2022 Operating Budget Request

The 2022 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 are putting forth a series of requests demonstrating the Division's ability to seek innovative solutions to improve our performance and control costs.

Our Division's budget consists of five services:

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

service is to preserve public health, safety, and general welfare of all residents and to help maintain property values by eliminating blighting influences.

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

Covid-19 has been disruptive to our operation but has had minimal impact. 80 Percent of our employees have been working remotely on a daily basis with staff cycling through the office on a rotating basis. We are currently working on Telework plans for employees that desire them. Building Inspection revenues totaled nearly \$4.8 million for 2020. Through May of 2021, revenues are up 38 percent from the same time last year. The pandemic limited access to rental dwellings and as a result, the Systematic Housing Inspection was the most affected service in the Division.

The Building Inspection Services supports the City's goal of equity by ensuring that quality code compliant housing is designed, built and maintained throughout the City. To comply with State Statutes, the Systematic Service is recommencing systematic inspections following the completion of a blight study to identify areas of need. This is essential to serve people of color who may be fearful to file a complaint. Finally, the Consumer Protection service ensures all residents get the value of the product they purchase in retail establishments.

The Building Inspection Services supports the City's goal of sustainability by ensuring that all new buildings are designed and built to the adopted State energy code. The services also ensure the buildings are maintained, which supports the longevity of structures and minimizes the need for the razing of structure unless it promotes a higher use of the property. The service also supports the development of reusable sources of energy through Zoning.

The Building Inspection Division is a City operation wherein 94% of the Operating Budget is comprised of labor costs and other employee-required expenses. Rent, Workers Compensation, Postage, Inter-Agency billings and other fixed costs account for another 5% of the Operating Budget. That leaves 1% 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 \$5,000 in the Graffiti Co-Payment Removal Program we do not have programs available for reduction or elimination. That leaves staff as the only option.

The Inspection and Consumer Protection services are a service for a fee mandated under State Statute and local Ordinance. The customers pay for the service by license and permit fees and we are obligated to provide the inspections. The Health and Welfare service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of

any field staff. Finally, the Zoning and Sign service is already struggling to meet reasonable deadlines in the development review process.

That leaves the Systematic Inspection Service. We are currently in the process of filling two vacant positions in this service. We have a third position that recently became vacant due to a transfer to the Assessor's Office. We are expecting a fourth vacancy at the beginning of the year due to an anticipated retirement. After consultation with supervisory staff, our proposed reductions include defunding two vacant Code Enforcement Officer positions. We believe this is the most viable option at this time and does the least damage to the Division as a whole. This is especially true as we train the two new hires and do not have the bandwidth to train additional staff at this time. The training process can take up to 18 months to where a housing inspector can independently respond to interior complaints. There should be some additional savings with the hiring a new Director at an anticipated lower salary.

We realize the proposed reductions are to be considered permanent. This reduction is not sustainable in a city with a rapidly growing, financially struggling diverse population and a housing shortage that will continue for years. The Division will likely request the positions be restored in 2023 if they are eliminated in 2022.

Division Director designate Matt Tucker and the rest of the supervisory staff look forward to meeting with you to discuss our proposal.

cc: Deputy Mayors and Budget & Program Evaluation Staff

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Consumer Protection

SERVICE NUMBER:

604

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$285,759	\$318,159	\$259,708	\$268,175	\$273,780	\$273,780
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$285,759</i>	<i>\$318,159</i>	<i>\$259,708</i>	<i>\$268,175</i>	<i>\$273,780</i>	<i>\$273,780</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$8,042)	\$0	\$0	\$0
Personnel	\$270,425	\$288,748	\$246,548	\$201,117	\$208,061	\$208,061
Non-Personnel	\$6,174	\$8,352	\$3,122	\$8,203	\$8,486	\$8,486
Agency Billings	\$9,160	\$21,059	\$18,079	\$58,855	\$57,233	\$57,223
<i>Total</i>	<i>\$285,759</i>	<i>\$318,159</i>	<i>\$259,708</i>	<i>\$268,175</i>	<i>\$273,780</i>	<i>\$273,770</i>
FTEs		2.85		2.05	2.03	2.03

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

There are no proposed Reductions.

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

None.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			There are no proposed reductions to this service.
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

No changes are proposed. Consumers are the ones that most directly benefit from this service. BIPOC consumers are the most likely to be negatively impacted by short weight quantities or inaccurate pricing. The impact may appear small on the individual but it does have a cumulative effect on consumers.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City’s teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$252,245

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

\$0.0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		There are no proposed reductions to this service.
<small>Insert item</small>		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		

Total \$0

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

There are no proposed changes to this service. There are only two inspectors that are trained and devoted to this service. The 2021 budget included the consolidation of three positions from the Division in to one position that would float between Health and Welfare, Consumer Protection, Zoning and Systematic Inspection dependent on the time of year and workload in the various services.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

There are no proposed changes to this service.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Table with 3 columns: Activity, \$Amount, Description. Row 1: (empty), (empty), There are no supplemental request for this service.

Insert item

Table with 3 columns: Activity, \$Amount, Description. Row 1: Total, 0, (empty)

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Table with 3 columns: Name, \$Amount, Description. Rows: Personnel, Non-Personnel, Agency Billings, Total (0)

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Health and Welfare

SERVICE NUMBER:

602

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$376,892	\$506,981	\$442,349	\$556,276	\$485,335	\$485,335
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$376,892</i>	<i>\$506,981</i>	<i>\$442,349</i>	<i>\$556,276</i>	<i>\$485,335</i>	<i>\$485,335</i>
<i>Budget by Major</i>						
Revenue	(\$1,400)	(\$1,000)	(\$1,100)	(\$1,000)	(\$1,000)	(\$1,000)
Personnel	\$329,682	\$432,486	\$383,585	\$447,442	\$376,323	\$376,323
Non-Personnel	\$17,125	\$29,556	\$14,066	\$29,052	\$29,230	\$29,230
Agency Billings	\$31,486	\$45,939	\$45,799	\$80,782	\$80,782	\$80,782
<i>Total</i>	<i>\$376,893</i>	<i>\$506,981</i>	<i>\$442,350</i>	<i>\$556,276</i>	<i>\$485,335</i>	<i>\$485,335</i>
FTEs		4.63		4.63	3.76	3.76

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None.

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

There are no proposed changes to this service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

There are no proposed changes to this service.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

There are no proposed changes to this service.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

There are no proposed changes to this service.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

There are no proposed changes to this service.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Reductions in this service would increase response times to complaints and have a greater impact on BIPOC residents who typically inhabit Madison's disadvantaged neighborhoods.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$252,245.0

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

\$0.0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		There are no proposed reductions to this service.
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		

Agency Billings	
Total	\$0

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

There are no proposed reductions to this service. The Inspection Division is limited where cuts can be made. The Health and Welfare Service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of any field staff and typically conduct more inspections per day than the other services.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

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

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
		There are no supplemental request for this service.

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Inspection

SERVICE NUMBER:

601

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,204,150	\$2,107,364	\$2,405,249	\$2,196,684	\$2,409,761	\$2,409,761
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,204,150</i>	<i>\$2,107,364</i>	<i>\$2,405,249</i>	<i>\$2,196,684</i>	<i>\$2,409,761</i>	<i>\$2,409,761</i>
<i>Budget by Major</i>						
Revenue	(\$63,203)	(\$55,000)	(\$42,047)	(\$85,000)	(\$85,000)	(\$85,000)
Personnel	\$2,028,147	\$1,936,011	\$2,191,928	\$2,070,873	\$2,282,216	\$2,282,216
Non-Personnel	\$189,208	\$138,096	\$160,647	\$135,818	\$137,552	\$137,552
Agency Billings	\$49,998	\$88,257	\$94,721	\$74,993	\$74,993	\$74,993
<i>Total</i>	<i>\$2,204,150</i>	<i>\$2,107,364</i>	<i>\$2,405,249</i>	<i>\$2,196,684</i>	<i>\$2,409,761</i>	<i>\$2,409,761</i>
FTEs		20.04		20.04	22.50	22.50

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Conduct permitted inspections	60	Schedule and conduct inspections for permits issued for building, plumbing, electrical and HVAC work resulting in the issuance of a Certificate of Occupancy so the owner can occupy the building.
Staff the Permit Counter, review plans and issue permits.	15	Take in plans, set up projects, review plans and issue permits. Respond to customer questions regarding process and code
Record keeping, data entry, and miscellaneous responsibilities	15	Record Inspection results and other data entry tasks, attend required recertification seminars and conduct training seminars for our customers
	10	

Respond to citizen inquires

Answer telephone calls and reply to emails from citizens and contractors regarding code questions and ordinance requirements.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

There are no proposed changes to this service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

There are no proposed changes to this service.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

There are no proposed changes to this service.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

There are no proposed changes to this service.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ▾

Fund Major Amount Description

Insert item

Explain the assumptions behind the requested funding.

[Text input box]

What is the justification behind the increased funding?

[Text input box]

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

No proposed reduction. A reduction of service in this area would impact individuals through increased wait times for inspection service and delays in construction. This would impact the rate at which housing supply is added to the available market and would disproportionately impact those needing new affordable housing projects to be completed in a timely manner.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

[Five text input boxes corresponding to questions a-e]

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

[Text input box]

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$252,245

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

\$0.0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Table with 3 columns: Activity, \$Amount, Description. Row 1: [Empty], [Empty], There are no proposed reductions to this service.

Insert item

Table with 3 columns: Activity, \$Amount, Description. Row 1: Total, \$0, [Empty]

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

There are no proposed reductions to this service. The Inspection Division is limited where cuts can be made. The Inspection Service is a service for a fee mandated under State Statute and local Ordinance. The customers pay for the service through permit fees and we are required to provide timely reviews and inspections.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

There are no proposed reductions to this service. There is a significant shortage of housing units in the City, especially affordable housing units. Any decrease in this service will result in delays in plan review, inspections and ultimately the issuance of the Certificate of occupancy. This will make it more difficult for BIPOC residents to find affordable housing.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
		There are no supplemental request for this service.

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Systematic Code Enforcement

SERVICE NUMBER:

605

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$917,495	\$1,157,355	\$979,011	\$1,194,233	\$1,104,996	\$1,104,996
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$917,495</i>	<i>\$1,157,355</i>	<i>\$979,011</i>	<i>\$1,194,233</i>	<i>\$1,104,996</i>	<i>\$1,104,996</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$4,965)	\$0	\$0	\$0
Personnel	\$840,722	\$1,012,416	\$901,500	\$1,035,311	\$946,122	\$946,122
Non-Personnel	\$34,735	\$79,245	\$17,097	\$77,967	\$77,919	\$77,919
Agency Billings	\$42,038	\$65,694	\$65,379	\$80,955	\$80,955	\$80,955
<i>Total</i>	<i>\$917,495</i>	<i>\$1,157,355</i>	<i>\$979,011</i>	<i>\$1,194,233</i>	<i>\$1,104,996</i>	<i>\$1,104,996</i>
FTEs		10.48		10.48	9.47	9.47

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Respond to complaints and referrals regarding exterior housing conditions	30	Respond to complaints from citizens that include but are not limited to deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys
Respond to tenant complaints regarding interior housing conditions.	30	Respond to complaints from tenants that include but are not limited to roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security
Conduct Systematic Inspection in blighted areas	15	

Inspect and address violations that include but are not limited to deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys, roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security.

Respond to Calls and Emails	15	Answer questions regarding code violations and ordinance enforcement.
Perform blight studies	5	Conduct blight studies to determine where systematic inspections can be conducted in accordance with State Statutes.
Other	5	Participate in Neighborhood Resource Teams, RESJ and other similar activities.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

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

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Property owners who are providing substandard housing will benefit from the reduction. Residents in substandard housing will be negatively impacted.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

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

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

There has been frequent comments at the Landlord-Tenant Issues Committee that many residents do not know who or where to complain to.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

This change will negatively affect occupants in rental housing where BIPOC and other lower income residents typically live.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We have asked for \$25,000 in additional funding to provide outreach to negatively impacted residents who are unaware of our services.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTS, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

No advocacy groups are recommending this change.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$252,445

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

\$223,919

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Conduct Systematic Inspection in blighted areas	120,819	Reduce the number of inspections to address violations that include but are not limited deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys, roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security.
Respond to complaints and referrals regarding exterior housing conditions	53,000	Increase response times to complaints from citizens that include but are not limited deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys
Respond to tenant complaints regarding interior housing conditions.	50,000	Increase response time to complaints from tenants that include but are not limited to roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security
<input type="checkbox"/> Insert item		
Total	\$223,819	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$223,819	Eliminate Two Code Enforcement Officers (positions 4002 and 3772)
Non-Personnel		
Agency Billings		
Total	\$223,819	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

2

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

We are currently in the process of filling two vacant positions in this service and likely will have two additional vacant positions in the service at the start of the 2022 budget year. It takes multiple years to properly train a Housing Inspector and we do not have the bandwidth to train more than two at a time. Leaving the two positions vacant will result in the least disruptions to the Division's overall goals and operations.

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

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Decreasing the number of Code Enforcement Officers, Housing Inspectors, will lead to increased response times to complaints, less staff to participate on Neighborhood Resource Teams and fewer systematic (proactive) inspections.

The end users, tenants and community members, will see increased response times to complaints regarding housing conditions and fewer inspectors will also mean less staff to conduct systematic inspections. This will have a greater impact on BIPOC residents who typically inhabit Madison's disadvantaged neighborhoods.

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Conduct Systematic Inspection in blighted areas	25000	Provide funding for advertisement and outreach.

Insert item

Total	25,000	
--------------	--------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel	25,000	Supplies and purchased services; expense will likely be through consulting services, program s
Agency Billings		
Total	25,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The increase will likely be ongoing with a higher start-up cost in 2022 and potential for decreasing budget depending on the advertising and outreach strategy and format.

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

If yes, which agencies? Possibly affect IT if it becomes a requested/ticketed IT project.

Describe why the proposed increase is critical.

There is a general lack of knowledge and understanding amongst residents where they can seek help for housing related violations.

We are frequently hearing that from tenant rights groups that residents are not aware of the services provided by the Division and do not know where to turn when they are living with substandard conditions.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Zoning and Signs

SERVICE NUMBER:

603

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$726,094	\$858,555	\$760,900	\$800,088	\$771,031	\$771,031
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$726,094</i>	<i>\$858,555</i>	<i>\$760,900</i>	<i>\$800,088</i>	<i>\$771,031</i>	<i>\$771,031</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$686,365	\$789,010	\$709,668	\$696,561	\$667,431	\$667,431
Non-Personnel	\$8,243	\$23,670	\$5,431	\$22,811	\$22,884	\$22,884
Agency Billings	\$31,486	\$45,875	\$45,801	\$80,716	\$80,716	\$80,176
<i>Total</i>	<i>\$726,094</i>	<i>\$858,555</i>	<i>\$760,900</i>	<i>\$800,088</i>	<i>\$771,031</i>	<i>\$770,491</i>
FTEs		7.80		6.80	6.24	6.24

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Review proposed projects for compliance with zoning ordinance requirements	30	Intake and process Plan Commission and Zoning Board of appeals requests. Pre-application and initial project review or DAT meetings with developers. Prepare Plan Commission and Zoning Board of Appeals reports. Review minor alteration requests for zoning compliance and process Director approval. Review commercial and residential building permit requests. Discuss other projects, such as fences, driveways, patios and other improvements which do not require permits but do require zoning compliance
Respond to zoning and sign complaints.	25	

Investigate complaints, prepare and send notices of violation. Meet with parties to discuss resolution to violations. Reinspect for compliance, issue citations and prepare City Attorney prosecutions as necessary. Testify in court as needed.

Manage city-wide Site Plan Review project.

25

Intake requests, copies and digital plans for site plan review and process fees. Set up Accela record, upload plans, and distribute plans to city agencies. Intake resubmittals and supplement pages form city agencies. Scan and assemble final approved document package, close record and archive approval

Review sign permit applications for compliance with the sign ordinance

15

Intake and process sign permit requests and review for compliance with sign control ordinance. Prepare UDC reports relative to signage exception requests. Collect fees, issue permits and inspect for installation compliance.

Respond to requests for information, records research, and zoning letters

5

Records research for open records and similar requests, Prepare zoning letters, process requests and collect fees

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	There are no proposed reductions to this service.
Benefits	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	There are no proposed reductions to this service.
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
			There are no proposed reductions to this service.

Insert item

Explain the assumptions behind the change to budgeted revenue.

There are no proposed reductions to this service.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
			There are no additional funding requests for this service.

Insert item

Explain the assumptions behind the requested funding.

There are no additional funding requests for this service.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

There are no proposed reductions to this service. The Zoning and Sign Service is one of the key partners that help set standards for quality of life issues in the City and reductions in this service will have a greater negative impact on BIPOC residents who typically inhabit Madison's most disadvantaged neighborhoods.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes

No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		There are no proposed reductions to this service.
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

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

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

There are no proposed reductions to this service. There is a significant shortage of affordable housing units in the City. Any decrease in this service will result in delays in the Development Review process and increase the time to approve projects. This in turn will make it more difficult for BIPOC residents to find affordable housing.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
		There are no supplemental request for this service.

Insert item

Total	0
--------------	---

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

CDA Housing Operations

Function: Planning & Development

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
CDA	24,120,686	24,265,644	24,506,139	25,829,178	25,836,084	31,942,410
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Public Housing	7,783,133	8,276,982	7,518,281	8,890,192	8,901,264	9,467,079
Housing Vouchers	16,337,553	15,988,662	16,987,858	16,938,987	16,934,820	22,475,331
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(19,586,030)	(19,696,723)	(20,101,529)	(20,728,037)	(20,728,037)	(26,670,821)
Charges For Services	(3,681,727)	(3,687,951)	(3,731,281)	(3,689,138)	(3,689,138)	(3,998,282)
Investments & Other Contributions	(137,802)	(58,416)	(52,220)	(115,142)	(115,142)	-
Misc Revenue	(214,553)	(67,940)	(74,071)	(74,151)	(74,151)	(108,092)
Other Financing Source	(25,394)	(217,369)	(25,394)	(583,042)	(589,946)	(460,811)
Transfer In	(475,180)	(537,245)	(521,645)	(639,668)	(639,668)	(704,404)
TOTAL	\$ (24,120,686)	\$ (24,265,644)	\$ (24,506,139)	\$ (25,829,178)	\$ (25,836,082)	\$ (31,942,410)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,810,929	3,479,753	3,262,889	3,298,190	3,370,270	3,701,078
Benefits	981,806	934,493	968,778	1,058,961	1,098,925	1,094,246
Supplies	510,843	1,048,954	497,471	800,034	800,034	639,202
Purchased Services	16,519,111	17,538,123	17,711,627	19,088,304	19,084,993	24,807,712
Debt & Other Financing	2,549,518	466,737	1,297,213	385,235	321,694	437,277
Inter Depart Charges	846,192	839,828	819,273	848,099	809,813	848,504
Inter Depart Billing	(572,893)	(579,489)	(572,756)	(565,136)	(565,136)	(625,333)
Transfer Out	475,180	537,245	521,645	915,491	915,491	1,039,725
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

To: Dave Schmiedicke, Finance Director
From: Matt Wachter, CDA Executive Director
Date: 07/12/2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The CDA Housing Operations Division includes two services: Housing Vouchers and Public Housing.

Housing Vouchers

This service provides rental assistance to low-income families across the City of Madison in the form of Housing Choice Vouchers. Housing Choice Vouchers administered by the CDA fill the gap between what low-income residents can afford to pay and the actual cost of housing in the private housing market. The CDA provides assistance to an average of 1,750 extremely low income families monthly through this program.

The major goal for 2022 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.

Public Housing

This service provides housing to low-income families across the City of Madison through the Public Housing and Multifamily Housing programs. The CDA owns and manages 904 general occupancy units located at 37 different locations throughout the City of Madison. These units are managed using funds provided to the CDA through an Annual Contributions Contract (ACC) with HUD. HUD funds fill the gap between what the resident can afford to pay in rental costs and the actual cost to operate decent, safe, and sanitary housing.

The major goals for 2022 are to continue to implement operational efficiencies in order to continue to maintain unit turnaround times, high occupancy rates and to continue repositioning and redevelopment of public housing in accordance with guidance from HUD. The CDA is also planning several capital projects funded through the Capital Fund Grant.

COVID Recovery

COVID-19 has impacted overall CDA operations but has had minimal fiscal impact. Administrative employees successfully transitioned to teleworking and maintenance staff continued to work on site. CDA Service Coordinators have continued to check on vulnerable residents and provide referrals for mental health and community services to CDA residents. While the CDA saw a reduction in rental revenues due to tenant income

changes, HUD awarded additional funds to the CDA to supplement this loss in revenue and increase in expenses.

As we move forward we will continue to build more resilient programs, support tenants in accessing available resources, utilize innovative outreach opportunities, and remain dedicated to caring for the most vulnerable community members while working to ensure future continuity of services should the CDA ever be in this type of situation again.

2022 Request & Equity

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

The CDA is committed to providing safe & accessible housing, supporting healthy neighborhoods, and creating opportunities for marginalized members of our community. As evident by the CDA's participation in the Section 8 Homeownership program which provides homeownership opportunities for low income families in our community, which are primarily people of color.

2022 Request & Sustainability

The CDA's 2022 budget includes capital improvement projects which support the goals of the City's Sustainability Plan, specifically in the areas of planning and design, carbon and energy, and affordable housing. In 2020, the CDA completed a Green Physical Needs Assessment and Energy Audit which is used to inform decisions around capital improvements. In addition, the CDA will continue with energy saving projects such as lighting upgrades and improvements to HVAC systems.

Major Changes in 2022 Operating Request

Consistent with the budget instructions, CDA has not submitted a five-percent reduction scenario because the CDA does not receive a subsidy from the City's general fund. Ultimately, the CDA must balance its activities with the revenue that HUD, external grants, and the CDA properties generate.

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

Sincerely,

Matt Wachter
Executive Director
Community Development Authority

c.c. *Deputy Mayors*
Budget & Program Evaluation Staff
Larry Kilmer, CDA Deputy Director
Anne Slezak, CDA Finance & Grants Manager

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Housing Vouchers

SERVICE NUMBER:

922

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$16,337,553	\$15,988,662	\$16,987,858	\$16,938,987	\$16,934,820	\$22,475,331
<i>Total</i>	<i>\$16,337,553</i>	<i>\$15,988,662</i>	<i>\$16,987,858</i>	<i>\$16,938,987</i>	<i>\$16,934,820</i>	<i>\$22,475,331</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,087,954	\$1,155,553	\$1,311,001	\$1,193,083	\$1,191,396	\$1,273,464
Non-Personnel	\$15,186,935	\$14,774,605	\$15,612,445	\$15,681,613	\$15,681,028	\$21,139,471
Agency Billings	\$62,664	\$58,504	\$64,412	\$64,291	\$62,396	\$62,396
<i>Total</i>	<i>\$16,337,553</i>	<i>\$15,988,662</i>	<i>\$16,987,858</i>	<i>\$16,938,987</i>	<i>\$16,934,820</i>	<i>\$22,475,331</i>
FTEs		13.05		13.02	13.02	15.02

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The Section 8 Housing Choice Voucher Program contributes to the Neighborhoods and Housing element by providing vouchers to low-income City residents which increases the affordable housing opportunities throughout the City.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administration	10	The expense incurred to administer the Section 8 program.
Housing Assistance Payments	90	Direct payments made to landlords for housing low income residents.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

Increase of \$956,312

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

The increase is due to an increase in budget authority for Housing Choice Vouchers from the US Department of Housing and Urban Development (HUD) for housing assistance payments.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	5100	\$68,869	Additional HCV Specialist & Information Clerk
Benefits	5100	\$11,512	Additional HCV Specialist & Information Clerk
Total		\$80,381	

Explain the assumptions behind the allocation change.

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022 and an additional HCV Specialist & Info Clerk will be hired. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

What is the justification behind the allocation change?

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022 and an additional HCV Specialist & Info Clerk will be hired. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	5100	\$0	
Premium Pay	5100	\$0	
Hourly	5100	\$0	
Total		\$0	

Explain the assumptions behind the requested funding.

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

What is the justification behind the increased funding?

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
5100	42	\$5,528,179	Housing Assistance Payments - Federal Revenue

Insert item

Explain the assumptions behind the change to budgeted revenue.

The CDA budgeted the 2022 housing assistance payments according to projections from HUD.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
5100	54	\$5,409,568	Housing Assistance Payments

Insert item

Explain the assumptions behind the requested funding.

The CDA budgeted the 2022 housing assistance payments according to projections from HUD.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The CDA Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

voucher families

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

CDA reaches out to its partners when changes are made as well as publishing the changes in local media outlets

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Homelss Constortium, CDD, Porchlight, Horizon, Stonehouse, and many others. We have continual meetings with our various partners.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

CDA reaches out to its partners when changes are made as well as publishing the changes in local media outlets

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Imagine Madison

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input checked="" type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

N/A

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.
N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?
N/A

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
	N/A	

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

N/A

Submit

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Public Housing

SERVICE NUMBER:

921

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$7,783,133	\$8,276,982	\$7,518,281	\$8,890,192	\$8,901,263	\$9,467,079
<i>Total</i>	<i>\$7,783,133</i>	<i>\$8,276,982</i>	<i>\$7,518,281</i>	<i>\$8,890,192</i>	<i>\$8,901,263</i>	<i>\$9,467,079</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$2,704,780	\$3,258,693	\$2,920,666	\$3,164,068	\$3,277,797	\$3,521,859
Non-Personnel	\$4,867,717	\$4,816,454	\$4,415,511	\$5,507,452	\$5,441,185	\$5,159,112
Agency Billings	\$210,635	\$201,835	\$182,104	\$218,672	\$182,281	\$786,108
<i>Total</i>	<i>\$7,783,133</i>	<i>\$8,276,982</i>	<i>\$7,518,281</i>	<i>\$8,890,192</i>	<i>\$8,901,263</i>	<i>\$9,467,079</i>
FTEs		40.14		37.44	38.87	40.87

PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

Through the federally funded Public and Multifamily housing programs, the CDA provides decent, safe, and sanitary housing to extremely low-income residents throughout the City of Madison. The CDA is a direct provider of subsidized housing to residents who would otherwise be at risk of homelessness. This housing includes community spaces that bring residents and community members together. CDA staff provide services to residents that help them age healthfully in place or successfully move out of public housing.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Central Operating Cost Center (COCC)	4	The COCC provides administrative support to the Public Housing program and is housed at the MMB. COCC staff collect and screen all program applications and provide policy, procurement, and financial oversight.
East Asset Management Project 200 (East AMP)	19	The East AMP is comprised of 163 units in 41 buildings at 6 different physical locations. This activity includes all expenses to manage and maintain the physical property in accordance with federal regulations.
	27	

West AMP 300

The West AMP is comprised of 294 units in 53 buildings at 23 different physical locations. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.

Triangle AMP 400

21

The Triangle AMP is comprised of 224 units in 7 buildings at 1 physical location. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.

Truax Phase 1 LLC, AMP 500

8

The Truax Phase 1 AMP is comprised of 71 units in 6 buildings located on the East site and bordering Wright and Straubel Streets. This property includes 47 public housing units and 24 Project Based Section 8 voucher units, all of which are managed by the East Site Manager. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Truax Phase 2 LLC, AMP 600

4

The Truax Phase 2 AMP is comprised of 48 units in 3 buildings located on the East Site. This property includes 40 public housing units and 8 Project Based Section 8 Voucher units. The CDA manages 40 units and Porchlight manages 8 units. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Karabis Apartments

6

Karabis Apartments is comprised of 20 units in 1 building located at the Triangle Site. All of the units in this building are handicapped accessible. This activity includes all expenses needed to manage and maintain this building in accordance with the contract agreement with the Wisconsin Housing and Economic Development Authority (WHEDA).

Parkside Apartments

11

Parkside Apartments is comprised of 94 units and 1 commercial space in 5 buildings at the Triangle Site. The commercial space is currently leased to Asian Foods. This activity includes all expenses needed to manage and maintain these buildings in accordance with our contracts agreement with WHEDA.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="5100"/>	<input type="text" value="\$306,018"/>	<input type="text" value="Addition of an Infomartion Clerk, Housing Manager, and staff reclasses due to increased reponsibilities from Redevelopment preparation & additional HUD programmatic support"/>
Benefits	<input type="text" value="5100"/>	<input type="text" value="\$23,773"/>	<input type="text" value="Additional staff"/>
Total		<input type="text" value="\$329,791"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime	<input type="text" value="5100"/>	<input type="text" value="(\$22,896)"/>	Reduction in overtime for all sites.
Premium Pay	<input type="text" value="5100"/>	<input type="text" value="\$177"/>	Premium pay for all sites.
Hourly	<input type="text" value="5100"/>	<input type="text" value="(\$7,168)"/>	Reduction in hourly pay for all sites.
Total		<input type="text" value="(\$29,887)"/>	

Explain the assumptions behind the requested funding.

Overtime and hourly pay was decreased to plan for the CDA being fully staffed in 2021, requiring less overtime and use of hourly staff to complete work.

What is the justification behind the increased funding?

We increased budget for premium pay to better reflect actuals.

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
<input type="text" value="5100"/>	<input type="text" value="48"/>	<input type="text" value="\$526,251"/>	Additional HUD Revenue & Fund Balance Applied

Insert item

Explain the assumptions behind the change to budgeted revenue.

The CDA is planning to use property reserves at Karabis Apartments for capital projects, operating subsidy came in higher than expected, and the COCC plans to use reserves as properties become ready for redevelopment & receive additional vouchers.

What is the justification behind the proposed change?

HUD requires the CDA to maintain a minimum of 4 months of expenditures on hand as reserves (object 11000). The CDA has significant reserves available in subfund 51205 and is planning to use some of these reserves for capital improvements at the property.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	

Insert item

Explain the assumptions behind the requested funding.

The CDA assumes a stabilization year after last's software implementation heavy budget.

What is the justification behind the increased funding?

Last year the CDA made many capital investments in order to reduce overall expenditures.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Low income tenants

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

No

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Imagine Madison

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		N/A

Insert item

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

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		N/A
Non-Personnel		N/A
Agency Billings		N/A
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

N/A

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
	<input type="text"/>	N/A

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

N/A

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

N/A

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

If yes, which agencies?

Describe why the proposed increase is critical.

N/A

CDA RedevelopmentFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
CDA	3,155,669	872,003	617,764	1,465,996	1,475,348	1,477,230
TOTAL	\$ 3,155,669	\$ 872,003	\$ 617,764	\$ 1,465,996	\$ 1,475,348	\$ 1,477,230

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Redevelopment	3,155,669	872,003	617,764	1,465,996	1,475,348	1,477,230
TOTAL	\$ 3,155,669	\$ 872,003	\$ 617,764	\$ 1,465,996	\$ 1,475,348	\$ 1,477,230

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	-	-	-	(391,188)	(391,188)	(391,188)
Charges For Services	(1,814,304)	(146,540)	(25,932)	(251,640)	(251,640)	(252,600)
Investments & Other Contributions	(198,059)	(314,610)	(193,446)	(73,566)	(73,566)	(73,566)
Misc Revenue	(35,493)	-	-	(650)	(650)	(35,650)
Other Financing Source	(921,813)	(410,853)	56,119	(748,952)	(758,304)	(568,226)
Transfer In	(186,000)	-	(454,505)	-	-	(156,000)
TOTAL	\$ (3,155,669)	\$ (872,003)	\$ (617,764)	\$ (1,465,996)	\$ (1,475,348)	\$ (1,477,230)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	46,134	143,618	100,965	214,196	229,039	331,757
Benefits	60,895	49,781	(31,818)	67,878	70,633	79,261
Supplies	146	2,500	8,034	26,840	26,840	26,840
Purchased Services	625,229	70,988	27,584	84,883	84,883	127,050
Debt & Other Financing	2,237,266	605,116	512,999	444,593	436,347	284,716
Transfer Out	186,000	-	-	627,606	627,606	627,606
TOTAL	\$ 3,155,669	\$ 872,003	\$ 617,764	\$ 1,465,996	\$ 1,475,348	\$ 1,477,230

To: Dave Schmiedicke, Finance Director

From: Matt Wachter, CDA Executive Director

Date: 07/12/2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The CDA Redevelopment has one service in the budget which is redevelopment. This service supports the management of Monona Shores Apartments, Burr Oaks Senior Housing, Revival Ridge Apartments, the Reservoir Apartments, and commercial space at the Village on Park as well as public housing redevelopment projects and neighbor stabilization projects. Current projects include single family home construction in the Allied Drive neighborhood and the redevelopment of aging public housing units.

As part of public housing redevelopment, the CDA is reengaging the Madison Revitalization and Community Development Corporation (MRCDC). The MRCDC is a 501(c)(3) established by the CDA for use in multiple-entity redevelopment projects. It will become the owner entity of 32 public housing units through HUD approved disposition and redevelopment process. The budget and financial transactions for this entity will reside as a subsidiary element of the CDA Redevelopment and is incorporated through a subfund mechanism into the current account structure.

COVID Recovery

CDA Redevelopment works in tandem with CDA Housing Authority staff to advance its mission. Staff supporting the CDA have collectively risen to the challenge of continuing to manage the CDA's portfolio of properties, keeping tenants safe, and support the CDA Board. As we move forward we will continue to build more resilient programs, support tenants in accessing available resources, provide new & innovative business opportunities, and remain dedicated to caring for the most vulnerable community members while exploring innovative ways to ensure future continuity of services should the CDA ever be in this type of situation again.

2022 Request & Equity

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

The CDA is committed to providing safe & accessible housing, supporting healthy neighborhoods, and creating opportunities for marginalized members of our community. As evident by the CDA's participation in Low Income Housing Tax Credit properties, redevelopment activities, support of the State Street Pop-up Shop program,

and the Village on Park's current work to support the creation of a Black Business Incubator.

2022 Request & Sustainability

As mentioned, the CDA is beginning the process of redeveloping its aging housing portfolio. This is a unique opportunity to make thoughtful investments in sustainability. The CDA is positioned as a permanent partner in the community that will continue to make investments aimed toward maximum efficiency.

Major Changes in 2022 Operating Request

Consistent with the budget instructions, CDA Redevelopment has not submitted a five-percent reduction scenario because the CDA does not receive a subsidy from the City's general fund. Ultimately, the CDA must balance its activities with redevelopment funding opportunities and the revenue that CDA properties generate.

The CDA appreciates its close relationship with the City and the ongoing support of City staff. The need for stable, affordable housing in our community has never been greater, and we look forward to being a partner in the solution.

Sincerely,

Matt Wachter
Executive Director
Community Development Authority

*c.c. Deputy Mayors
Budget & Program Evaluation Staff
Larry Kilmer
Anne Slezak*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Redevelopment

SELECT YOUR AGENCY'S SERVICE:

Redevelopment

SERVICE NUMBER:

911

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,155,669	\$872,003	\$617,764	\$1,465,996	\$1,475,348	\$1,477,230
<i>Total</i>	<i>\$3,155,669</i>	<i>\$872,003</i>	<i>\$617,764</i>	<i>\$1,465,996</i>	<i>\$1,475,348</i>	<i>\$1,477,230</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$107,028	\$193,399	\$69,147	\$282,074	\$299,672	\$411,018
Non-Personnel	\$3,048,641	\$678,604	\$548,618	\$1,183,922	\$1,175,676	\$1,066,212
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$3,155,669</i>	<i>\$872,003</i>	<i>\$617,764</i>	<i>\$1,465,996</i>	<i>\$1,475,348</i>	<i>\$1,477,230</i>
FTEs		2.45		3.63	3.80	3.90

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Redevelopment	100	

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No Changes

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

We are anticipating providing the same level of high quality services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

Monona Shores will contribute \$8k per month and Village on Park will contribute \$5k per month

What is the justification behind the proposed change?

Both properties will be supporting current Redevelopment provided asset management services.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Low Income tenants, social service agencies, small & minority business owners

Participation in the CDA's homeownership, rental, and business activities are contingent on income qualifications. Feedback is received and encouraged via NRTs, Board Meetings, Surveys, and direct outreach methods.

The CDA partners with many non-profits who are brought in when changes to a development, community, or process occur.

N/A as there are not major budget variances from 2021.

Resident engagement teams, NRTs, tenant surveys

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Imagine Madison

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		N/A

Insert item

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

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		N/A
Non-Personnel		N/A
Agency Billings		N/A
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

N/A

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

N/A

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
	0	N/A

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	0	N/A
Non-Personnel	0	N/A
Agency Billings	0	N/A
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

N/A

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

N/A

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

If yes, which agencies?

Describe why the proposed increase is critical.

N/A

Civil Rights

Function: Administration

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,967,307	2,065,980	1,903,589	2,024,298	2,081,482	2,077,482
Other Grants	54,238	44,420	6,132	44,420	-	17,400
TOTAL	\$ 2,021,545	\$ 2,110,400	\$ 1,909,720	\$ 2,068,718	\$ 2,081,482	\$ 2,094,882

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Civil Rights	2,021,545	2,110,400	1,909,720	2,068,718	2,081,482	2,094,882
TOTAL	\$ 2,021,545	\$ 2,110,400	\$ 1,909,720	\$ 2,068,718	\$ 2,081,482	\$ 2,094,882

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	-	-	-	-	-	(4,000)
Investments & Other Contributions	-	-	(100,000)	-	-	-
Transfer In	-	-	(27,615)	-	-	-
TOTAL	\$ -	\$ -	\$ (127,615)	\$ -	\$ -	\$ (4,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,370,227	1,440,439	1,406,603	1,530,730	1,554,748	1,564,286
Benefits	363,163	390,777	377,199	420,332	429,201	429,201
Supplies	24,428	17,345	9,374	17,345	9,465	12,552
Purchased Services	260,066	256,086	237,359	282,035	269,792	274,567
Debt & Other Financing	-	-	1,046	-	-	-
Inter Depart Charges	3,661	5,753	5,753	6,631	6,631	6,631
Inter Depart Billing	-	-	-	(188,355)	(188,355)	(188,355)
TOTAL	\$ 2,021,545	\$ 2,110,400	\$ 2,037,335	\$ 2,068,718	\$ 2,081,482	\$ 2,098,882



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
Racial Equity and Social Justice

To: Dave Schmiedicke, Finance Director
From: Norman D. Davis, Civil Rights Director
Date: July 12, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

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

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

COVID Recovery

Like all other agencies, we have had to adopt creative responses and adjust our service delivery models under the new normal resulting from COVID-19. Our 2022 budget proposal includes strategies to aid recovery through:

1. Ongoing development of the new Equity and Social Justice Division– codifying this work into City ordinance will provide much needed authority and support for Language Access, Disability Rights, NRTs, and RESJI action teams. This Division will also address necessary connections within the community for the success of the RESJI work and help equip agencies with expertise and tools to create equitable solutions and a supportive work culture.
2. Directly hiring staff for translation and interpretation during the COVID-19 pandemic was crucial to our ability to convey information quickly and efficiently to non-English speaking communities. This change in process allowed for same day turnaround of information and the provided culturally relevant information delivered via writing and when necessary PSAs to ensure information was delivered in the most meaningful way. Our 2022 budget seeks to capitalize on our learned experience and better serve members of our community that have experienced limited access historically.
3. Maintaining key positions incorporated into cross-agency teams to promulgate civil rights perspective across citywide recovery efforts.

2022 Request & Equity

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

DCR leads equity work in **Policies** by advising City departments and cross-agency work teams to develop equitable solutions for internal City practices and community-facing policies.

DCR leads equity work in **Communities** through our engagement with the Affirmative Action Commission, Equal Opportunities Commission, and the Disability Rights Commission, as well as ongoing programs like our Certified Community Partners Program and the Referrals and Interviews for Sustainable Employment (RaISE) Program. Funding of this budget would allow our continued collaboration with City agencies and employee groups on special projects like the MAC/WIC survey, Associates in Commercial Real Estate (ACRE) Program, improving fair housing testing practices, and developing more inclusive access to City services for individuals with limited English proficiency.

2022 Request & Sustainability

DCR supports citywide sustainability objectives through facilitating environmental justice considerations as a part of the City's Title VI obligations. To operationalize the objective of using all natural, economic, and fiscal resources responsibly and meaningfully, our Department has adopted a model for the equitable and sustainable operation of our services. This "INSPIRE" model includes the following principles:

- **Involvement** – With intention, proactively building trust in the community and connecting all.
- **Notice** – We listen, are empathetic, present, and transparent in our communications.
- **Standards** – Our decisions are guided through planning, data, and are consistently delivered with professionalism.
- **Principles** – We vigorously pursue the protection of civil rights and potential for all.
- **I Can** – We are part of the solution; we actively seek to solve complex civil rights problems and end discrimination.
- **Results** – Success is the satisfaction of our community and colleagues. We are accountable, and seek accountability from others.
- **Excellence** – We come together to celebrate wins and the advancement of social justice.

Major Changes in 2022 Operating Request

The single major change from 2021 to 2022 is our offering of a 5% budget reduction. This reduction primarily affects some of the support services that DCR provides for other City agencies. This change would eliminate DCR support for agencies that wish to hire AASPIRE interns during summer 2022, while also removing our ability to offer sponsorship for professional development opportunities in 2022 to agencies that do not have the resources to provide external, equity-related training for their employees. In addition, we are offering a portion of the language access programming funds to meet the reduction target, although, if taken, this will significantly curtail our ability to assist in make access available to City services, facilities, and events, regardless of language.

Summary of Reductions

A 5% reduction equates to \$104,074.10 for our agency. We have proposed the following actions to reduce spending:

1. Eliminate RESJI Conferences & External Training and Consulting Services from the DCR budget.
2. Eliminate all hourly position funding, including AASPIRE internship program funding from the DCR budget.

3. Decrease Memberships line item.
4. Eliminate Other Expenses line item from the DCR budget.
5. Reduce language access programming funds.

These reductions, however, cannot be realistically implemented without minimal compromise to our ability to achieve service level goals.

Optional Supplemental Request

Based on the 2018 Language Access Plan, guidance from the Language Access Steering Committee, and recommendations from the Latinx Community Engagement Team, the Department of Civil Rights requests approval to hire three permanent part-time community connectors (fluent in Spanish, Hmong, and Chinese Mandarin) to provide translations and interpretations as well as community outreach. Permanent part-time community connectors will begin in compensation group 18, range 4 for a total cost of \$141,702.

I look forward to working with all of my colleagues in City government as we work to bring the 2022 budget into balance. Thank you.

*c.c. Deputy Mayors
Michaelyn Gibson, DCR Administrative Supervisor*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Civil Rights

SELECT YOUR AGENCY'S SERVICE:

Civil Rights

SERVICE NUMBER:

121

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,967,307	\$2,065,980	\$1,903,589	\$2,024,298	\$2,081,482	\$2,077,482
Other-Expenditures	\$54,238	\$44,420	\$6,132	\$44,420	\$0	\$17,400
<i>Total</i>	<i>\$2,021,545</i>	<i>\$2,110,400</i>	<i>\$1,909,721</i>	<i>\$2,068,718</i>	<i>\$2,081,482</i>	<i>\$2,094,882</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$127,615)	\$0	\$0	(\$4,000)
Personnel	\$1,733,390	\$1,831,216	\$1,783,803	\$1,951,062	\$1,983,949	\$1,993,487
Non-Personnel	\$284,494	\$273,431	\$247,780	\$299,380	\$279,257	\$287,119
Agency Billings	\$3,661	\$5,753	\$5,753	(\$181,724)	(\$181,724)	(\$181,724)
<i>Total</i>	<i>\$2,021,545</i>	<i>\$2,110,400</i>	<i>\$1,909,721</i>	<i>\$2,068,718</i>	<i>\$2,081,482</i>	<i>\$2,094,882</i>
FTEs		16.98		17.97	17.97	17.97

PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administration	10%	Integration of Performance Excellence strategies, Racial Equity and Social Justice principles, development and implementation of department strategy model, staff professional development, team building, team meetings, manager/staff meetings, budget planning, issuing periodic and ad hoc status reports and civil rights compliance reports, personnel actions (recruitments, payroll, etc.).
Access	25%	

Engaging with residents and other stakeholders to refine and expand means of access to City services and community amenities.
 Increasing community awareness of civil rights protections, increasing contractor awareness of civil rights obligations, increasing City staff awareness of civil rights responsibilities, creating greater opportunities for inclusion of people of color, women, people with disabilities, and targeted business enterprises in City employment and contracting, recommending policy changes to improve access to City resources and protections for people with disabilities, people of color, and women.

Education

20%

Providing civil rights training for City residents and other service users, contractors, private businesses, job seekers, community-based organizations, City staff, and other government officials, collaborating with community partners regarding City hiring and contracting opportunities, participating in community events to increase exposure for DCR, facilitating multiple award programs to recognize community members for modeling civil rights principles.

Accountability

45%

Conducting investigations for complaints of harassment and discrimination, auditing contractor affirmative action compliance, evaluating applications for targeted business certification, conducting equity impact and equitable hiring analyses, evaluating hiring decisions, review facility plans, facilitate implementation of NRT/RESJI recommendations, including equitable budgeting practices and built environments for accessibility standards, provide feedback regarding City agencies' equitable workforce plans and other equity initiatives.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>

Total

\$0

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
12100	42	\$4,000	DCR will be partnering with the State of WI, Department of Admin/Board for People with Developmental Disabilities on Partners with Business-Hiring Initiative.

Insert item

Explain the assumptions behind the change to budgeted revenue.

Department partnering with the State of WI, Department of Admin/Board for People with Developmental Disabilities on Partners with Business-Hiring Initiative. Total revenue for 2021-2022 is \$15,000, with \$4000 received in 2022.

What is the justification behind the proposed change?

The partnership with the State of WI, Department of Admin/Board for People with Developmental Disabilities on Partners with Business-Hiring Initiative began June 2021. The estimated completion time is June 2022.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Affirmative Action - Within the proposed budget, DCR will continue to provide access, education, and accountability for the inclusion of marginalized people in Madison and among our vendors. This includes continuing support for existing and future developers of color through collaboration with the ACRE Program, citywide Contracting Equity work, maintaining progress and seeking to eliminate persistent disparities identified in our Equitable Hiring Plan, and ensuring that our vendors achieve and maintain balance with their workforce. The proposed cuts to this budget could irreparably hamper our diversity-focused AASPIRE Program, resulting in a loss of community trust and interest in public service careers.

Equity & Social Justice - With the current limited staffing devoted to language, access, individuals with limited English proficiency (LEP) are notable to fully participate in, and be integrated to, the social, civic, and economic fabric of our City. They also face significant barriers in naming their grievances which often means their needs are not included in budget-making processes leading to further marginalization, isolation, and inequity. The proposed budget change would allow for bilingual and bicultural community connectors to raise awareness of existing City of Madison programs, services, and multilingual resources as well as develop culturally relevant content in Spanish, Hmong, and Chinese Mandarin. This provides a more equitable distribution of information across diverse cultures within Madison by engaging LEP communities through authentic and culturally relevant modes.

Equal Opportunities. A reduction in service will directly impact many other areas externally to the City such as training, education and outreach for complainants and respondents; and educating the community about their civil rights.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities

in this budget to address gaps, remove barriers, or more equitably distribute services?

Affirmative Action: Black, Indigenous, and People of Color as well as people living with lower incomes and people who are otherwise marginalized directly benefit from the services provided in this budget. Loss of the AASPIRE Program funding would reduce the available benefits to these groups and limit the City's ability to cultivate meaningful relationships with diverse employment prospects. Equity & Social Justice: LEP individuals, specifically individuals who speak the top three primary non-English languages (Spanish, Hmong, and Chinese Mandarin).

Equal Opportunities. Without the funds to support our continued efforts, Respondents within our entire city may benefit as there may be a diminished process to hold them accountable for any unfair actions or treatment that affect BIPOC and special populations within the City.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Affirmative Action: This service is informed on a regular basis by our Commissioners, MAC and WIC members, our interns, and targeted business enterprise owners. By responding to the needs expressed by these groups, we have created greater accessibility to our services and better communication with our stakeholders.

Equity & Social Justice: In 2018 the City of Madison approved the Language Access Plan which included community input. Several focus groups were held to solicit feedback from community stakeholders regarding their knowledge of City services and language access needs. Their input helped to inform Phase 1 of the plan which included increased staffing. Additionally, In cooperation with the Department of Civil Rights, the Latinx Community Engagement Team conducted Spanish phone audits in 2017 and 2020 that demonstrated City of Madison agencies are not yet providing a minimal level of service consistently. Latinx Community Engagement Team members called 30 City agencies. None of the employees who answered the calls spoke Spanish. While nine agencies used Language Line to help the caller, nine agencies answered the call but did not provide an interpreter, and eight agencies did not answer the call. The majority of agencies have automated responses/messages only in English. Overall, the audit showed that callers with limited English proficiency were not able to access the same services as English speaking callers.

Equal Opportunities. We have annual data as well as a five year trend analysis that support discrimination based on (race, age, gender, disability, etc.). This information is compiled as an ongoing basis all year long. This information is shared with the (EOC) annually and decisions on how to protect our community from discrimination is discussed using this information. The information is obtained via the equal Opportunities Commission (EOC) and our multiple trainings each month.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Affirmative Action: NRTs, all City agency equity teams and civil rights coordinators, ULGM, diverse chambers of commerce, and NLC. We have incorporated their feedback by helping to connect youth to local employment opportunities, providing support and structure for agency teams/staff, sharing information on accessing City contracting opportunities, and identifying strategies to adopt more meaningful metrics for this work. Equity & Social Justice: Latinx Community Engagement Teams, Language Access Steering Committee, and Neighborhood Resource Teams. We have incorporated all of these stakeholders feedback into our proposal - particularly with regards to the 50-50 split of the job responsibilities between interpretation/translation and community outreach. We continue to see challenges in being able to effectively connect with non-English-speaking, specifically Spanish-speaking, populations in areas with NRTs. We very much need to increase support for this program so that agencies and other units of the City – like NRTs – can be better equipped to connect as needed with non-English-speaking populations. While NRTs had originally supported the idea of a full-time Language Access Coordinator, NRTs support other strategies that will sustainably build the program with permanent (non-hourly) staff.

Equal Opportunities. We currently have 41 Certified Community Partners with over 250+ individuals that work with a larger portion of the community impacting over 1,900 residents. This information is shared with the (EOC) annually and decisions on how to protect our community from discrimination is discussed using this information. New strategies are being formed using this information to create high-level partnerships with other state of WI Municipalities, the Dept. of Justice and HUD.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

Affirmative Action: Yes. Loss of the AASPIRE Program funding would reduce the available benefits to these groups and limit the City's ability to cultivate meaningful relationships with diverse employment prospects. Equity & Social Justice: Yes. Individuals with limited English proficiency could be harmed by ongoing limited access to City services.

Equal Opportunities. Decreasing our budget will directly harm our community partners, those they serve and those that are impacted by all of the services we provide.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Affirmative Action: We have established meeting times with our Commissioners, partner agencies heads, and equity teams/civil rights coordinators, as well as with MAC and WIC leadership and membership through periodic surveys.
 Equity & Social Justice: We will continue to work with the Latinx Community Engagement Team and Language Access Steering Committee. We will also closely work with the Language Access Staffing Subcommittee who will support the development of a stakeholder engagement plan to connect with residents throughout this process.

Equal Opportunities. Capacity is already very thin for everyone. We will still provide investigative services externally, to what scale will be determined.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

NRTs, RESJI, LCET, MAC, WIC.

The recommendation is to increase support for this program so that agencies and other units of the City can be better equipped to connect as needed with non-English-speaking populations. These groups support ideas to sustainably build the program with permanent (non-hourly) staff.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$104,074.1

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

\$104,074.1

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
RESJI Conferences and Training	51,000	Offering to eliminate budget for RESJI Conferences and Training, including City membership with the Government Alliance on Race and Equity (GARE). The budget supports the City wide initiative in providing funding for trainings and attendance at conferences for City staff involved in the RESJI initiative.
AASPIRE Internships (Hourly Funding)	34,000	Eliminate all hourly funding, including AASPIRE internship program (would impact other departments and future diverse prospects; DCR currently subsidizes approximately 9 positions annually).
Memberships	2,692.1	Decrease memberships to maintain only certification-related memberships for credentialed positions.
Other Expenses	4,500	Offering to eliminate budget for line item "Other Expenses". This would affect the departments ability to maintain support for groups such as MAC, WIC, and LCET.
Interpreting Services	11,882	Decrease Language Access annual program budget. This would hamper City efforts to provide meaningful access for individuals with limited English proficiency.
<input checked="" type="checkbox"/> Insert item		
Total	\$104,074.1	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$34,000	

		Eliminate all hourly funding, including AASPIRE internship program (would impact other departments and future diverse prospects; DCR currently subsidizes approximately 9 positions annually).
Non-Personnel	\$70,074.1	<ul style="list-style-type: none"> No funding would be available for RESJI Conferences and Trainings, and City membership with the Government Alliance on Race and Equity (GARE). The budget supports by way of funding, trainings and attendance at conferences for City wide staff involved in the RESJ initiative. Decrease Language Access annual program budget. This would hamper City efforts to provide meaningful access for individuals with limited English proficiency. Decrease memberships to maintain only certification-related memberships for credentialed positions. Offering to eliminate budget for line item "Other Expenses". This would affect the DCR's ability to maintain support for groups such as MAC/WIC, and LCET.
Agency Billings		
Total	\$104,074.1	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

As a recipient of federal funds from multiple federal agencies, the City of Madison is mandated to perform the activities of this service under the Rehab Act, the ADA and Title VI. Our obligation to ensure equitable access to facilities and services, free of discrimination and physical or programmatic barriers is assigned to the Department of Civil Rights, under Madison General Ordinances Chapter 39. These obligations include the provision of meaningful language access, environmental justice (including Racial Equity and Social Justice), and the preservation of rights to physical and programmatic access for individuals with disabilities. Recipients are required to ensure that adequate resources are dedicated to obtaining and maintaining compliance, as a condition of the grant funding received.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.

Because our budget is primarily salaries, these options result in the least impact on positions for staff members in DCR. Because of uncertain and unforeseen changes that may impact in-person and virtual development opportunities, eliminating the funds for external RESJI Conferences and Trainings, Language Access, and AASPIRE Internships (hourly funding) will allow us to prioritise those services most within our control.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

These cuts would stall the momentum that DCR has attained in helping other agencies provide meaningful language access as well as develop a pipeline for City employment for people of color, women, and people with disabilities. This would also limit needed exposure and professional development for City employees and our efforts to institutionalize racial equity. For our most marginalized community members, hourly funding allows the City to ensure that some opportunities remain open and focused on diversity in hiring. These funding cuts would also curtail the growth and development of expertise within the Department. Mitigation strategies, such as creating shared services, would need to be explored in collaboration with other City agencies.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Language Access Staffing	141702	<p>Based on the findings from Language Access Plan, guidance from the Language Access Steering Committee, and recommendations from the Latinx Community Engagement Team, the Department of Civil Rights requests approval to hire three permanent part-time community connectors (fluent in Spanish, Hmong, and Chinese Mandarin).</p> <p>These bilingual and bicultural Community Connectors would primarily:</p> <ol style="list-style-type: none"> Monitor and administer language access needs/services and Connect and engage residents with City programs, services, and resources in their primary language.

Total	141,702
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	141,702	Permanent part-time community connectors will begin in compensation group 18, range 4. Annual Base Salary (\$57,223) at 60% = \$34,333 \$34,333 + approximate total benefit cost (\$12,901) = \$47,234 per position \$47,234 x 3 positions = \$141,702
Non-Personnel		
Agency Billings		
Total	141,702	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

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

If yes, which agencies? The proposed increase would affect administrative and internal services agencies POSITIVELY. This

Describe why the proposed increase is critical.

The 2018 Language Access Plan included, as part of the four phases of implementation, the hiring of a Language Access Coordinator. However, the City has not been able to fulfill the hiring commitment. Given the lack of staffing, many bilingual staff across Departments have been asked to support translations and interpretation without appropriate support, training, and compensation. LEP community members are not able to fully participate in, and be integrated to, the social, civic, and economic fabric of our City. They also face significant barriers in naming their grievances which often means their needs are not included in budget-making processes leading to further marginalization, isolation, and inequity.

With a community connector model, we can move from a transactional to transformative approach to language access. Bilingual Community connectors would provide interpretation and translation services as well as work directly with LEP communities to identify challenges, needs, and support rather than assuming our outputs are having meaningful impact.

Clerk**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,667,787	2,982,498	2,977,994	2,070,391	3,611,184	3,611,184
Other Grants	-	-	239,015	-	-	-
TOTAL	\$ 1,667,787	\$ 2,982,498	\$ 3,217,009	\$ 2,070,391	\$ 3,611,184	\$ 3,611,184

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Clerk	1,667,787	2,982,498	3,217,009	2,070,391	3,611,184	3,611,184
TOTAL	\$ 1,667,787	\$ 2,982,498	\$ 3,217,009	\$ 2,070,391	\$ 3,611,184	\$ 3,611,184

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Investments & Other Contributions	-	-	(1,281,788)	-	-	-
Other Financing Source	-	-	(10,000)	-	-	-
Transfer In	-	-	(627)	-	-	-
TOTAL	\$ -	\$ -	\$ (1,292,415)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,132,867	2,285,039	2,710,820	1,143,397	2,288,817	2,366,576
Benefits	187,952	205,393	271,687	215,264	218,790	223,790
Supplies	152,038	194,000	913,969	493,000	871,500	734,998
Purchased Services	193,640	295,158	609,761	211,437	224,784	278,527
Inter Depart Charges	5,811	6,012	6,291	7,293	7,293	7,293
Inter Depart Billing	(4,520)	(3,104)	(3,104)	-	-	-
TOTAL	\$ 1,667,787	\$ 2,982,498	\$ 4,509,424	\$ 2,070,391	\$ 3,611,184	\$ 3,611,184



City Clerk's Office

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

We exist to assist.

To: Dave Schmiedicke, Finance Director
From: Maribeth Witzel-Behl, City Clerk
Date: July 9, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The City Clerk's Office has three service areas: election administration, licensing, and open access to government. Our office motto, "We exist to assist," was developed using an equity lens, and it guides all of the work we do. Our 2022 budget request reflects this motto and supports the following service area goals:

- **Election administration:** Administer four scheduled elections in 2022, including a gubernatorial and U.S. Senate election in November. Continue expansion of voter outreach initiatives to reach historically underserved communities in Madison. Staff voter outreach events, in-person absentee voting locations, drop box courier shifts, and polling places on Election Days.
- **Licensing:** Manage the alcohol licensing process for the City, including application processing, Alcohol License Review Committee staffing, and license renewals. Administer licensing payments for alcohol, PHMDC, and Fire licenses. Take in applications for PHMDC licenses.
- **Open access to government:** Post Board, Commission, and Committee (BCC) meetings to comply with Open Meetings Law. Create Common Council and Alcohol License Review Committee agendas. Provide Legistar training to BCC staff. Fulfill Open Records Requests. Route City contracts for approval and signatures. Provide informational and navigational services to the public who need assistance with City and County services. Incorporate equitable practices into every service area to make government accessible to all.

COVID Recovery

Our 2022 budget request reflects the continued level of in-person essential services the Clerk's Office has provided throughout the COVID-19 pandemic and subsequent recovery. The request also assumes a continued interest in absentee voting as the pandemic proved it is a safe and effective way for voters to cast their ballot.

Furthermore, equity stipends have been included in our budget request. The pandemic affected Black, Brown, Indigenous, and People of Color more severely than it did white communities, and those impacts were in large part due to systemic inequities. We saw this clearly during our Voting Access Equity Analysis in June 2020, which resulted in adjustments to our election administration processes that reflected an equitable and lawful approach. We will continue to seek input from those affected by our decisions, and we plan to provide them a stipend for their time and contributions.

2022 Request & Equity

In addition to providing stipends to organizations and individuals who participate in our equity analyses, our voter outreach initiatives are meant to specifically engage historically underserved communities in the city. Increasing our interactions in the community builds trust in our office, and residents should trust the people who administer the elections in their municipality.

We also plan to engage with our election officials on a more regular basis by asking them to work at voter outreach events. Furthermore, we will ask election officials from the areas where we are doing outreach to lead those efforts: they live in the community and know it best.

Our budget request also includes increased printing costs in order to print bilingual materials (English/Spanish) and materials in braille and large print. We also propose a pay increase for election officials who are bilingual.

We will continue to conduct equity analyses regularly throughout 2022 in order to improve Clerk processes and services.

2022 Request & Sustainability

Although the City Clerk's Office does not work directly on sustainability, we provide behind-the-scenes support for the City agencies that work on sustainability – through contract routing, Legistar training, the posting of meeting agendas, Common Council support, and licensing administration.

Major Changes in 2022 Operating Request

Proposed changes from Cost to Continue include:

- Hourly overtime costs
- IATSE Health costs
- Printing costs
- Increase in advertising budget to promote safe voting in 2022 elections
- Equity analysis participant stipends
- Hourly wages
- Election Official wages

Changes in hourly overtime costs, IATSE Health costs, and printing costs have been made to more accurately reflect the reality of costs in those categories.

The advertising budget increase comes out of the success we had with advertising campaigns for the 2020 elections. 2022 will be a difficult election year, and we will be using all of the resources at our disposal – including advertising – to make sure residents have the information they need.

The equity analysis stipends come out of the success we had with getting feedback for our voting equity analysis in 2020. This also aligns with us striving to provide equitable service and access to the residents of Madison.

Adjustments in the hourly wages category are based on the need for a higher rate of pay for some hourly employees. We propose a pay increase to \$20.84 per hour to hourly employees who would serve as section leads during elections. They would make sure that in-person absentee voting, voting in nursing homes, and absentee mailing operations run smoothly.

Election official wages have been adjusted in order to compensate bilingual election officials who should be compensated for the value they bring to the polling place or in-person absentee voting site they staff. We propose paying election officials who are bilingual a premium of \$2.00 more per hour they work at an in-person absentee voting location or at a polling place on Election Day.

Summary of Reductions

The 5% reduction for the City Clerk's Office is **\$180,559.20**.

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

1. Move election equipment delivery from third party contract to internal operation between Fleet Services and Clerk's Office.
Approximate savings: \$28,127.00
2. Decrease/delay to 2023 system and software maintenance costs.
Approximate savings: \$19,336.80
3. Decrease advertising costs to include only legal notices.
Approximate savings: \$30,000.00
4. Eliminate one greeter position at each polling place in 2022.
Approximate savings: \$68,468.40
5. Eliminate one 675 hours per year section lead hourly position at \$20.84 per hour rate.
Approximate savings: \$14,067.00
6. Eliminate premium pay for bilingual election officials.
Approximate savings: \$20,560.00

Optional Supplemental Request

Our supplemental budget request includes only the wages for hourly staff to work as concierge in the front lobby of the City-County Building. Several Clerk's Office hourly staff filled this critical role while the building was closed or had limited access due to the pandemic. These employees built a strong understanding and knowledge of the building and of City and County services over the past 16

months. They are most equipped to provide the essential informational and navigational services at the high level the public expects.

Furthermore, connecting residents with the government agency they need as soon as they walk in the building provides better service to those folks who require Clerk's Office services. Voters and licensees no longer need to wait in line behind someone who is in need of directions to the Dane County Courthouse or who requires assistance connecting with another City agency.

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

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Clerk

SELECT YOUR AGENCY'S SERVICE:

Clerk

SERVICE NUMBER:

131

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,667,787	\$2,982,498	\$2,977,994	\$2,070,391	\$3,611,184	\$3,611,184
Other-Expenditures	\$0	\$0	\$239,015	\$0	\$0	\$0
<i>Total</i>	<i>\$1,667,787</i>	<i>\$2,982,498</i>	<i>\$3,217,009</i>	<i>\$2,070,391</i>	<i>\$3,611,184</i>	<i>\$3,611,184</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$1,292,415)	\$0	\$0	\$0
Personnel	\$1,320,818	\$2,490,432	\$2,982,507	\$1,358,661	\$2,507,607	\$2,590,366
Non-Personnel	\$345,678	\$489,158	\$1,523,729	\$704,437	\$1,096,284	\$1,013,525
Agency Billings	\$1,291	\$2,908	\$3,187	\$7,293	\$7,293	\$7,293
<i>Total</i>	<i>\$1,667,787</i>	<i>\$2,982,498</i>	<i>\$3,217,009</i>	<i>\$2,070,391</i>	<i>\$3,611,184</i>	<i>\$3,611,184</i>
FTEs		10.00		10.00	10.00	10.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

The Clerk's Office is often people's first and most regular interaction with city services. Our mission is to provide open, equitable access to government. We achieve that by promoting the inclusion of all people and the full participation of all residents in the democratic process.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Provide open, equitable access to government	80	We provide the public with access to City government, help customers connect with the appropriate government agency, and facilitate the right to vote.
Support other City agencies	20	We support other City agencies through meeting notices, Legistar training, contract routing, and license administration.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

none

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

none

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages		\$0	
Benefits		\$0	
Total		\$0	

Explain the assumptions behind the allocation change.

N/A

What is the justification behind the allocation change?

N/A

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime		\$0	
Premium Pay		\$0	
Hourly		\$0	
Total		\$0	

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

N/A

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the

following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Our office motto, "We exist to assist," was created using an equity lens. We aim to achieve that goal in everything we do. Our budget request reflects our continued effort to make sure City of Madison government is accessible to all.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Voters and individuals affected by systemic inequities are those who benefit.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? We have conducted equity analyses to gather feedback and to collect data from community organizations who work directly with populations that have been affected by systemic inequities. We developed our budget proposal based on the feedback and data we collected through those analyses.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? We sent a survey to community partners in May 2021 to solicit information about what they would like to see in our 2022 budget proposal. We incorporated feedback from this survey and from our equity analyses from the following partners: Wisconsin Elections Commission, Electronic Registration Information Center, US Postal Service, Wisconsin DMV, Freedom Inc, Urban Triage, Centro Hispano of Dane County, League of Women Voters of Dane County, Latino Chamber of Commerce, Dane County Voter ID Coalition, The Hmong Institute, All Voting Is Local, Wisconsin Conservation Voices, Wisconsin Council of the Blind and Visually Impaired, and others.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. We do not foresee any potential harm to specific populations or communities in our proposed budget.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? We continue to do bi-annual check-ins for those participating in our equity analyses.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$180,559.2

What is the proposed reduction to this service's budget? \$180,559.2

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Election administration: election equipment routing	28,127	Discussion has begun with Fleet Services to transition from contractual moving services to inter-agency partnerships. If partnership with Fleet is finalized, the expected savings are \$28,127. The full proposed allocation would allow us the flexibility to further discuss those plans and contract with a third party if necessary.

Activity	\$Amount	Description
Election administration: system and software maintenance	19,336.8	Election management software is currently in the RFP process. The software may be purchased by the end of 2021. Annual licensing fees are not yet known. Licensing fees may be less than what is budgeted or the fee can be delayed to the 2023 budget.
Election administration: advertising	30,000	Advertising that encourages voters to make a voting plan for 2022 could be eliminated. Advertising could only include publication of election legal notices, Alcohol License Review Committee public hearings, Common Council proceedings, and Common Council ordinance report.
Election administration: payroll	68,468.4	One election official position could be cut from every polling place for each election in 2022. There will be approximately 95 polling places.
Election administration: payroll	14,067	One proposed election section lead position could be eliminated. This position would be an hourly position at 675 hours per year at \$20.84 per hour.
Election administration: payroll	20,560	The proposed bilingual election official premium could be eliminated.
Total	\$180,559.2	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$103,095.4	Election payroll
Non-Personnel	\$77,463.8	Advertising, election equipment routing, system and software maintenance
Agency Billings		
Total	\$180,559.2	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City Clerk is mandated to administer elections.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.

The COVID-19 pandemic emphasized that all of our services are essential. For this reason, we split our 5% reduction amount over 6 object areas.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The personnel reductions would have the following effects:

Lines may be longer at polling places. Responses to in-person absentee voting, nursing home voting, and absentee mailing operations may not happen as quickly in a big election. Folks who are bilingual may not want to consider becoming an election official if they are not being compensated for their skills. This may create a problem for some voters for whom English is not their first language.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section. What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Concierge services at MLK entrance of CCB	35000	Hourly wages
Total	35,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	35,000	Hourly wages
Non-Personnel		
Agency Billings		
Total	35,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Clerk's Office full-time employees have been fulfilling this role for years, even prior to the COVID-19 pandemic. This is an ongoing need. Based on increased election administration and the performance of Clerk's Office hourly employees staffing the CCB for the past 16 months, we believe this supplemental budget request will be ongoing and is appropriately allocated within the Clerk's Office budget.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Throughout the COVID-19 pandemic and years prior, it has become clear that the way-finding in the City-County Building is inadequate. Several hourly staff from the Clerk's Office have been staffing the CCB front lobby over the past 16 months. They have become familiar with the CCB and other government buildings in the area, and they have built a strong understanding and knowledge of downtown government service agencies. They are most equipped to provide the essential informational and navigational services at the high level the public expects.

Furthermore, connecting residents with the government agency they need as soon as they walk in the building provides better service to those folks who require Clerk's Office services. Voters and licensees no longer need to wait in line behind someone who is in need of directions to the Dane County Courthouse or who requires assistance connecting with another City agency.

Common Council**Function: General Government***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	815,469	867,090	835,355	876,144	911,456	932,456
TOTAL	\$ 815,469	\$ 867,090	\$ 835,355	\$ 876,144	\$ 911,456	\$ 932,456

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Common Council	815,469	867,090	835,355	876,144	911,456	932,456
TOTAL	\$ 815,469	\$ 867,090	\$ 835,355	\$ 876,144	\$ 911,456	\$ 932,456

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Misc Revenue	(20,252)	(14,000)	(22,773)	(14,000)	(14,000)	(14,000)
Transfer In	-	-	(16)	-	-	-
TOTAL	\$ (20,252)	\$ (14,000)	\$ (22,789)	\$ (14,000)	\$ (14,000)	\$ (14,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	592,471	605,742	630,891	620,669	636,265	646,765
Benefits	120,851	167,062	139,194	179,333	199,058	199,058
Supplies	78,989	59,265	60,617	59,265	59,265	59,265
Purchased Services	39,797	39,232	17,653	29,111	29,102	39,602
Inter Depart Charges	3,613	9,789	9,789	1,766	1,766	1,766
TOTAL	\$ 835,721	\$ 881,090	\$ 858,145	\$ 890,144	\$ 925,456	\$ 946,456

To: Dave Schmiedicke, Finance Director
From: Matalin Schoone, Common Council
Date: July 14, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The 2022 operating budget request for the Common Council Office seeks to put forth a spending plan consistent with the Common Council's directive. In our proposal, we are requesting a budget that demonstrates our office's ability to seek innovative solutions to improve our response to alder requests for service and providing the highest quality service for the common good of our residents and visitors.

COVID Recovery

The Common Council Office continues to respond to alders and residents' concerns during the COVID Response & Recovery using currently available (and any future) city resources.

2022 Request & Equity

The Common Council's mission is to represent all residents of Madison by promoting the safety, health, and general well-being of the community by incorporating the following city core values into our work with currently available resources:

- **Equity** - Committed to fairness, justice, and equal outcomes for all.
- **Civic Engagement** - Commitment to transparency, openness and inclusivity. We will protect freedom of expression and engagement.
- **Well-Being** - Committed to creating a community where all can thrive and feel safe.
- **Shared Prosperity** - Dedicated to creating a community where all are able to achieve economic success and social mobility.
- **Stewardship** - Caring for our natural, economic and social resources.

2022 Request & Sustainability

The Common Council continues to support sustainability throughout the city using available current and future resources.

Major Changes in 2022 Operating Request

- **Other Personnel:** Intern hired at \$20/hr. for 37.5 hours per week for a 3 month duration.
 - The Council Office has a history of hiring interns to both support Council functions, as well as increase the education and work history of the individual. With a staff of four (when fully staffed) to serve 20 alders, the addition of an intern will allow for more efficient service delivery.
- **Non-Personnel:** Increase Aldermanic Expense accounts to \$2,425.
 - Prior to the 2021 Executive Budget, \$2,425 was the amount of funding historically included in Alder Expense Accounts. This increase would restore these accounts to pre-2021 levels.

Summary of Reductions

No reductions.

c.c. Mayor Satya Rhodes-Conway
Deputy Mayors
Common Council President Syed Abbas
Common Council Vice-President Arvina Martin
Budget & Program Evaluation Staff

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Common Council ▼

SELECT YOUR AGENCY'S SERVICE:

Common Council ▼

SERVICE NUMBER:

141

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$815,469	\$867,090	\$835,355	\$876,144	\$911,456	\$932,456
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$815,469	\$867,090	\$835,355	\$876,144	\$911,456	\$932,456
<i>Budget by Major</i>						
Revenue	(\$20,252)	(\$14,000)	(\$22,789)	(\$14,000)	(\$14,000)	(\$14,000)
Personnel	\$713,322	\$772,804	\$770,085	\$800,002	\$835,323	\$845,823
Non-Personnel	\$118,786	\$98,497	\$78,270	\$88,376	\$88,367	\$98,867
Agency Billings	\$3,613	\$9,789	\$9,789	\$1,766	\$1,766	\$1,766
Total	\$815,469	\$867,090	\$835,355	\$876,144	\$911,456	\$932,456
FTEs		4.00		4.00	4.00	4.00

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? \$21,000

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

Services provided by the Common Council would be expanded and become more efficient as a result of the proposed funding for an intern. The increase in staff size (via the hiring of an intern) would allow Council Office staff further flexibility in their administrative, managerial, and clerical functions, whilst also educating members of the public on services provided both by the Council and City of Madison government as a whole.

The increase in Alder Expense Accounts would align accounts with historical expense projections prior to 2021, allowing alders to be able to fund constituent mailings and supplies at a level necessary to effectively carry out their sldermanic duties.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	1100	\$10,500	Intern
Total		\$10,500	

Explain the assumptions behind the requested funding.

The intern would be hired at \$20/hr. for 37.5 hours per week for a 3 month duration (ex: Summer 2022). Hiring an intern would give Council Office staff more flexibility to complete their allocated tasks, whilst furthering the education of an individual interested in a career in public service. The intern would assist staff and alders with their day-to-day functions; be trained in a style similar to that of staff; and receive increasingly difficult and complex projects as their competency grows.

What is the justification behind the increased funding?

The Council Office has a history of hiring interns to both support Council functions, as well as increase the education and work history of the individual. With a staff of four (when fully staffed) to serve 20 alders, the addition of an intern will allow for more efficient service delivery.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1100	purchase servi...	\$10,500	Restoring Aldermanic Expense Accounts

Insert item

Explain the assumptions behind the requested funding.

The additional \$525 added to Alder Expense Accounts would increase the current \$1,900 amount to \$2,425; allowing alders more flexibility in their expenditures and restoring the accounts to pre-2021 levels.

What is the justification behind the increased funding?

Prior to the 2021 Executive Budget, \$2,425 was the amount of funding historically included in Alder Expense Accounts. The increase would restore these accounts to pre-2021 levels.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed funding changes will contribute to increased equity by providing an internship opportunity, likely through the AASPIRE program, to a student from a historically marginalized group. Additionally, restoring Aldermanic Expense Accounts to their previous levels provides support for additional constituent notification and outreach through mailings, which contributes necessary financial support to a more effective and complete level of alder outreach to constituents.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes
 No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$46,682

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▾

Does the proposed reduction result in eliminating permanent positions?

Select... ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select... ▼

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

Community DevelopmentFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	13,490,795	14,174,892	13,895,426	15,016,693	14,628,508	14,628,508
Community Development Grants	6,070,648	7,246,881	5,174,155	5,282,184	5,282,184	5,124,876
Other Grants	574,558	89,400	-	393,550	90,951	421,224
TOTAL	\$ 20,136,001	\$ 21,511,173	\$ 19,069,581	\$ 20,692,427	\$ 20,001,643	\$ 20,174,608

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Affordable Housing	5,056,417	6,912,276	4,570,152	5,566,440	5,491,052	5,498,268
Econ Dev & Emp Opportunities	2,550,388	3,289,538	2,579,079	2,856,232	2,875,354	2,756,476
Strong Healthy Neighborhoods	2,546,408	1,922,430	1,687,936	2,065,379	2,045,675	1,988,735
Community Support Services	8,090,274	8,166,359	7,909,303	8,380,845	8,299,404	8,677,607
Overall Program Administration	1,892,515	1,220,570	2,323,110	1,823,531	1,290,158	1,253,522
TOTAL	\$ 20,136,001	\$ 21,511,173	\$ 19,069,581	\$ 20,692,427	\$ 20,001,643	\$ 20,174,608

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(75,000)	(75,000)	(77,972)	(80,000)	(80,000)	(77,972)
Charges For Services	(29,792)	(33,000)	(13,764)	(17,300)	(17,300)	(21,000)
Investments & Other Contributions	(34,860)	(53,050)	(137,341)	(30,000)	(70,000)	(74,030)
Misc Revenue	(75,305)	(84,100)	(36,386)	(79,000)	(79,000)	(79,000)
Transfer In	-	-	(133,336)	-	-	-
TOTAL	\$ (214,957)	\$ (245,150)	\$ (398,800)	\$ (206,300)	\$ (246,300)	\$ (252,002)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,735,643	3,163,084	2,818,299	3,190,211	3,090,259	3,143,151
Benefits	976,587	911,490	884,945	934,513	957,783	956,479
Supplies	50,944	52,428	53,631	47,541	44,691	43,391
Purchased Services	14,467,762	17,443,140	14,042,141	16,642,096	16,068,829	16,197,208
Debt & Other Financing	1,871,931	45,000	1,492,995	45,000	47,015	47,015
Inter Depart Charges	264,564	271,164	245,014	246,235	246,235	265,782
Inter Depart Billing	(86,414)	(129,983)	(103,833)	(218,580)	(218,580)	(238,127)
Transfer Out	69,941	-	35,188	11,711	11,711	11,711
TOTAL	\$ 20,350,959	\$ 21,756,323	\$ 19,468,381	\$ 20,898,727	\$ 20,247,943	\$ 20,426,610



Community Development Division

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www.cityofmadison.com

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

MEMO

To: Dave Schmiedicke, Finance Director
From: Jim O'Keefe, Community Development Division
Date: July 12, 2021
Subject: CDD's 2022 Operating Budget

Major Goals

The Community Development Division's 2022 Operating Budget addresses demonstrated needs within five established services: Affordable Housing, Economic Development & Employment, Strong & Healthy Neighborhoods, Community Support Services and Program Administration. The primary goals in each area are:

- **Affordable Housing:** Expand housing opportunities, and housing choices, that are accessible to low- and moderate-income households in Madison. This work entails collaborating with community partners to help create or improve available housing stock that is affordable to households of more modest means, connect residents to housing opportunities and maintain stable housing.
- **Economic Development & Employment:** Make available job training and career development opportunities that enhance economic mobility; provide internships and other job experiences to Madison youth and promote neighborhood vitality through support of new and existing businesses.
- **Strong & Healthy Neighborhoods:** Strengthen Madison neighborhoods and build community cohesion through strategic investments in physical assets such as community centers and other neighborhood-based facilities.
- **Community Support Services:** Support a network of service providers and community resources across a broad range of activities that help expand and enhance early childhood and youth programming, help older adults age successfully, aid persons in crisis and ensure access to resources for marginalized members of our community.
- **Program Administration:** Administer the Community Development resources to respond effectively to Madison residents and the community partners that serve them.

COVID Recovery

Much of CDD's work continues to be influenced by the pandemic. While program services are likely to gradually return to in-person models, the Division will continue to offer support and flexibility to community partners as they make those transitions. CDD continues to respond to the influx of federal resources that have been made available, particularly those intended to support persons experiencing housing instability, and homelessness, in efforts that promise to have long-term impacts not only for individual households but also the manner in which the community serves them. These are difficult, but critical efforts that will require sustained focus and collaboration among the network of service providers and those we seek to serve.

2022 Request & Equity

A number of activities planned for 2022 will help advance the City's equity goals and address disparities in the community. Madison faces very significant disparities in the housing sector. Black men constitute a disproportionate number of people in our community experiencing homelessness. Lower income households and households of color struggle to find affordable housing options, homeownership rates among Black households is but a fraction of their White counterparts. The CDD services direct considerable energy toward addressing these challenges – improving the system of homeless services and expanding housing and homeownership opportunities. These efforts will be greatly enhanced by new, albeit temporary, resources provided by the federal government and committed to this work by the Mayor and Common Council. Beyond housing, CDD anticipates securing Council approval to adopt changes to policies governing the early child care tuition assistance program – changes intended to make that resource more responsive to lower-income households and communities of color. Finally, a supplemental funding request seeks resources to take tangible steps toward fulfilling our commitment to do more to support older adults of color. It responds specifically to input offered by community partners who serve older people of color, those who identify as LGBTQ+ and those living with lower incomes in marginalized communities.

2022 Request & Sustainability

CDD's sustainability efforts are largely focused on our community partners and, through flexible funding, technical assistance and collaboration, doing what we can to maintain their vitality and preserve their ability to retain programming and serve residents and neighborhoods across the City.

Major Changes in 2022 Operating Request

CDD's 2022 operating budget contains no significant changes. Funds diverted in 2021 from established programs (the Emerging Opportunities and Community Building and Engagement Programs) to support a COVID Recovery Flex Fund will return to their previous use to support smaller scale neighborhood-focused activities. Though not involving funding changes, CDD staff will proceed with funding processes later this year that will allocate funds for 2022 within several program areas including homeless services; housing resources; and prevention, crisis and intervention. These processes provide the opportunity to adjust or revamp program goals and priorities within existing financial parameters.

Summary of Reductions

The CDD budget does not offer funding reductions. The requested reduction would total about \$730,000. The consensus among CDD managers is that, if necessary, the Division would meet that goal by eliminating funding for the valuable, but labor-intensive, EOP and CBE programs (total funding - \$400,000) and reduce purchase of service contracts by the amount needed to generate the balance.

Optional Supplemental Request

The CDD budget offers a supplemental request seeking \$300,000 for assistance to older adults. Specifically, the funds would meet critical needs in two areas. First, it would offer up to \$2,500 in financial support to defray specified expenses of older adults who are in the role of primary care provider for a related child under the age of 18. Second, it would provide up to \$100 per month to eligible older adults to help them meet specified allowable expenses that enable them to maintain their independence. Both benefits would target BIPOC, LGBTQ+ and very-low income residents. These were identified as primary needs by community partners with whom CDD engaged in efforts to better serve a more diverse population of older adults. The funding would be delivered to eligible participants by way of purchase of service contracts with selected agencies.

cc: Deputy Mayors
Budget & Program Evaluation Staff

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Affordable Housing

SERVICE NUMBER:

621

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,751,311	\$1,915,784	\$1,877,561	\$2,295,703	\$2,237,398	\$2,212,462
Other-Expenditures	\$3,305,106	\$4,996,492	\$2,692,592	\$3,270,737	\$3,253,654	\$3,285,806
<i>Total</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$4,570,153</i>	<i>\$5,566,440</i>	<i>\$5,491,052</i>	<i>\$5,498,268</i>
<i>Budget by Major</i>						
Revenue	(\$80,000)	(\$77,200)	(\$88,295)	(\$82,300)	(\$82,300)	(\$82,972)
Personnel	\$617,235	\$702,270	\$676,012	\$777,331	\$701,943	\$766,996
Non-Personnel	\$4,519,182	\$6,287,206	\$3,982,435	\$4,871,409	\$4,871,409	\$4,814,244
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$4,570,152</i>	<i>\$5,566,440</i>	<i>\$5,491,052</i>	<i>\$5,498,268</i>
FTEs		9.38		8.97	8.61	9.46

PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Housing Supply	28.02%	Provides loans to help finance the development of new rental and owner-occupied housing, and the rehabilitation of existing housing stock.
Housing Assistance	71.98%	Provides home-purchase assistance, homebuyer education, oversight of fair housing practices, and other services that assist homeless and special needs populations.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$7,216

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

There is no service level impact associated with this modest funding change.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	1100 / 1210	\$52,422	+0.85 FTE (pos 609); +0.02 FTE (pos 618); -0.02 FTE (pos 608)
Benefits	1100 / 1210	\$13,938	+0.85 FTE (pos 609); +0.02 FTE (pos 618); -0.02 FTE (pos 608)
Total		\$66,360	

Explain the assumptions behind the allocation change.

+0.85 FTE Community Development Specialist shifted here from services 622 Economic Development & Employment (-0.56 FTE), 623 Strong & Healthy Neighborhoods (-0.28 FTE) and 625 Administration (-0.01 FTE); -0.02 FTE Community Development Specialist moved to service 625 Administration; +0.02 FTE Program Assistant moved here from service 625 Administration; 0.53 FTE Community Development Specialist shifted within this service between funds 1100 and 1210.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect reconfigured duties for this position from that of previous incumbent (more housing-focused, as opposed to small business & neighborhoods-focused); inter-fund allocation shift for a vacant CD Specialist position to keep aggregate changes across services net neutral to the General Fund; plus a minor realignment of service allocation percentages for two other positions.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1100	43 Chgs for Svcs	\$2,700	modify projected figure based on trend in application fee revenue

Insert item

Explain the assumptions behind the change to budgeted revenue.

+\$2,700 to Fees (43711)

What is the justification behind the proposed change?

Minor adjustment to revenue generated from application fees, based on past actuals.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget supports the City's goals to support a continuum of services that ensure that homelessness is rare, brief and non-reoccurring to residents, a disproportionate number of whom are BIPOC, people living with very low incomes, and people who are in other ways marginalized. The funds are used to support homeless services as well as housing stability for lower income tenants and ensure equitable access to those resources.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The activities within this service aim to benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers and housing insecurity. The proposed budget is designed to support Madison's community services network and residents' access to resources.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Black men constitute a disproportionate number of people experiencing homelessness in Dane County. Though blacks comprise just 5.5% of Dane County's total population, they made up 52% of those identified in the January 2020 Point in Time Count. Hispanic/Latinx and Indigenous people are similarly disproportionately impacted by homelessness. CDD participates in efforts to engage members of the public, community partners and other stakeholders to convey information about key community development initiatives and solicit input that informs City actions and helps ensure equitable access to City resources. This happens during CDD's public comment period of its Action Plan, through Listening Sessions at City County Homeless Issues Committee, engagement with Lived Experience Committee and direct surveys that gather input from the end users of the services.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Community Development Division works closely with members of the Homeless Services Consortium, City County Homeless Issues Committee, Lived Experience Committee as well as the network of non-profit service providers to solicit feedback on housing policies and identify gaps in services.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

The risk of harm is that there is insufficient funding to meet the total need, therefore, many persons who need support will not receive it.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continue to utilize transparent planning processes that are consistent with City priorities and reflect community and stakeholder engagement.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

The City's Housing Recovery Team seeks to continue support to Madison most vulnerable population and supports funding for housing programs that will provide housing stability to residents.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$731,425

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Community Support Services

SERVICE NUMBER:

624

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$7,515,716	\$8,076,959	\$7,909,303	\$7,987,295	\$8,208,453	\$8,256,383
Other-Expenditures	\$574,558	\$89,400	\$0	\$393,550	\$90,951	\$421,224
<i>Total</i>	<i>\$8,090,274</i>	<i>\$8,166,359</i>	<i>\$7,909,303</i>	<i>\$8,380,845</i>	<i>\$8,299,404</i>	<i>\$8,677,607</i>
<i>Budget by Major</i>						
Revenue	(\$79,826)	(\$147,950)	(\$106,353)	(\$104,000)	(\$104,000)	(\$108,030)
Personnel	\$1,809,543	\$2,029,904	\$1,658,733	\$2,022,628	\$2,002,435	\$2,105,059
Non-Personnel	\$6,352,680	\$6,276,528	\$6,349,047	\$6,454,340	\$6,393,092	\$6,672,701
Agency Billings	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877
<i>Total</i>	<i>\$8,090,274</i>	<i>\$8,166,359</i>	<i>\$7,909,304</i>	<i>\$8,380,845</i>	<i>\$8,299,404</i>	<i>\$8,677,607</i>
FTEs		17.70		19.70	19.18	19.70

PRIORITY

Citywide Element

Economy and Opportunity

Describe how this service advances the Citywide Element:

Within this service are dozens of contracts with non-profit agencies who provide valuable programming, resources, referrals and support to low income and historically marginalized residents. These contracts provide support for the City's investments in providing human services through multiple, and varied programs that, in aggregate, serve residents of every age and geographical area of the City.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Youth Services	14.74%	Provision of quality out-of-school time programming for middle and high school youth and coordination of the Madison-area Out-of-School Time (MOST) initiative.
Crisis Support Services	15.75%	Services and resources supporting persons affected by domestic violence, childhood trauma, sexual assault, youth homelessness, prison re-entry, and community violence prevention and intervention.
Access To Resources	9.84%	Access to resources for historically marginalized communities, and Community Building & Engagement (CBE) activities.
	18.03%	

Children and Families		Provision of quality early childhood and elementary school youth programming.
Older Adults and Aging	9.01%	Provision of senior adult social service grants to non-profit agencies providing essential services to older adults.
Child Care	19.68%	Provision of child care accreditation, support and training to improve the quality and capacity of child care programs, and subsidies to help low-income households pay for quality child care.
Madison Senior Center	8.16%	Supports activities, events and services that promote successful aging to adults, aged 55 and older, in the Madison community.
Byrne Criminal Justice Initiative (BCJI) grant (DOJ / fund 1220)	4.79%	Development of a multi-stakeholder, cross-sector plan to improve public safety of Downtown Madison; to investigate measures to make downtown a vibrant & safe community and more welcoming for communities of color and historically underrepresented groups; and to implement evidence-based programming & activities to achieve project goals.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

This change represents the second full year of funding for the three-year Byrne Criminal Justice Initiative (BCJI), per the DOJ-approved BJA budget submitted by the City in 2021. This funding will continue to support personnel costs associated with the LTE project coordinator position (the hiring process for which is currently underway), projected overtime, travel/training and supplies, as well as an ongoing contract with UW Population Health Institute for plan evaluation and facilitation.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1100	\$32,836	+0.53 FTE (pos 618); -0.01 FTE (pos 109)
Benefits	1100	\$8,393	+0.53 FTE (pos 618); -0.01 FTE (pos 109)
Total		\$41,229	

Explain the assumptions behind the allocation change.

+0.53 FTE Program Assistant moved here from service 625 Administration; -0.01 FTE Child Care Specialist moved from here to service 625 Administration.

What is the justification behind the allocation change?

Brings back into alignment the corrected payroll allocation for position #618 (Program Assistant), which was not accurately reflected in Central Budget; plus a very minor realignment of service allocation percentage for a Child Care Specialist. Changes across services are net neutral to the General Fund.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1100	43 Chrgs for Svcs	\$1,000	adjustment based on 2022 Senior Center projections
1100	46 Invst Othr Cn...	\$3,030	revision to estimated Senior Center Foundation contributions

Insert item

Explain the assumptions behind the change to budgeted revenue.

+\$1k Facility Rental (43522); +\$3,030 Contributions/Donations (46310)

What is the justification behind the proposed change?

\$15k had been budgeted for 2021 facility rental at the Madison Senior Center; Senior Center staff project this figure to be closer to \$16k for 2022; plus a modest increase in estimated annual Senior Center Foundation contributions, based on the past few years' actuals.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget supports the City's goals to support a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources, particularly for BIPOC, people living with lower incomes, and people otherwise marginalized.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

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

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

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

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Community agencies and other City agencies that help inform the work related to this service include: Neighborhood Centers, Community-Based organizations, Neighborhood Resource Teams, Economic Development Division, Public Health Madison and Dane County, elected officials, City staff and other subject matter experts.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

The potential harm is not enough funding or capacity to meet the total need, therefore, there will be populations or communities left out due to prioritization.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

2. Is the proposed budget or budget change related to a recommendation from any of the City’s teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

NRT – recommendation to resume funding for Community Building & Engagement (CBE). CBE continues to be an important part of healthy neighborhoods initiatives that connects community need with opportunities to advance racial equity, inclusion, and social justice.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$731,425

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▾

Does the proposed reduction result in eliminating permanent positions?

Select... ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Increase to Older Adults and Aging subservice	300000	Support for caregivers and critical daily services

Insert item

Total	300,000	
--------------	---------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel	300,000	Purchase of service contracts
Agency Billings		
Total	300,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

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

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This proposal seeks to address two distinct categories of need identified by community partners as among the most acute facing older adults: (1) resources to provide for children (typically grandchildren) in their care, and (2) help meeting basic needs critical to maintaining independence. They emerged from conversations with organizations that work primarily with BIPOC, LGBTQ+ and low-income senior populations. The proposal represents an initial step toward better serving a fuller range of Madison's older adult population than has been reached to date.

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

If yes, which agencies?

The proposal is not expected to affect the workload for any administrative or internal agency.

Describe why the proposed increase is critical.

The proposal is critical for at least two reasons. First, it begins to address basic needs in the older adult community – needs that address the personal well-being and independence of some, and the prospects for positive youth development of children being raised by their grandparents. And second, with its primary focus on BIPOC, LGBTQ+ and low-income seniors, it makes a tangible commitment to begin serving portions of the older adult population with which CDD has had little contact.

Submit

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Economic Development and Employment Opportunities

SERVICE NUMBER:

622

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,680,793	\$1,953,779	\$1,917,088	\$1,949,640	\$1,974,408	\$1,974,408
Other-Expenditures	\$869,595	\$1,335,759	\$661,992	\$906,592	\$900,946	\$782,068
<i>Total</i>	<i>\$2,550,388</i>	<i>\$3,289,538</i>	<i>\$2,579,080</i>	<i>\$2,856,232</i>	<i>\$2,875,354</i>	<i>\$2,756,476</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$18,000)	\$0	(\$40,000)	(\$40,000)
Personnel	\$145,804	\$279,227	\$217,333	\$240,921	\$240,043	\$196,165
Non-Personnel	\$2,404,584	\$3,057,311	\$2,426,746	\$2,768,311	\$2,828,311	\$2,753,311
Agency Billings	\$0	(\$47,000)	(\$47,000)	(\$153,000)	(\$153,000)	(\$153,000)
<i>Total</i>	<i>\$2,550,388</i>	<i>\$3,289,538</i>	<i>\$2,579,079</i>	<i>\$2,856,232</i>	<i>\$2,875,354</i>	<i>\$2,756,476</i>
FTEs		2.70		2.40	2.40	1.84

PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Job Creation & Community Business Development	15.00%	Provides loans to small businesses for projects that result in the creation of new jobs.
Small Business (Micro-Enterprise) Development	12.96%	Provides technical assistance and small loans to entrepreneurs seeking to start new businesses.
Adult Workforce Preparedness	40.57%	Supports community partners that offer a range of employment training, job readiness and career development services to persons who face obstacles to gainful employment.
Youth Employment Opportunities & Training	31.47%	Supports community partners that provide age-appropriate youth employment training, youth employment and job coaching support.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Roughly \$44k of this reduction is due to a shift in payroll allocation for a new CD Specialist hire, the duties for which have been modified to be more focused on affordable housing. Work to support small businesses continues through collaboration with staff in the Economic Development Division. The remainder of this reduction (\$75k) reflects a projection of reduced program income from loan repayments, and corresponding expenditures, reflecting recent experience in the Wisconsin Women's Business Initiative Corporation (WWBIC) micro-enterprise contract.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1210	(\$34,754)	-0.56 FTE (pos 609)
Benefits	1210	(\$9,125)	-0.56 FTE (pos 609)
Total		(\$43,879)	

Explain the assumptions behind the allocation change.

-0.56 FTE Community Development Specialist position shifted from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect reconfigured duties for this position. Changes across services are net neutral to the General Fund.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1210	43 Chrgs for Svcs	(\$75,000)	revised estimates of PI generated, based on past actuals

Insert item

Explain the assumptions behind the change to budgeted revenue.

-\$75k to Program Principal (43630)

What is the justification behind the proposed change?

Recognizes downward trend in program income generated from WWBIC's micro-enterprise loan program.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

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

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

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

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

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

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Community Development Division works closely with the Economic Development Division, the Employment Training Network, Dane County and other community stakeholders that support job training and entrepreneurship. CDD continues to build strong partnerships with other City agencies that support, and benefit from, youth internship and employment opportunities.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be

considered an "action" and could affect populations differently.

The challenge continues to be how to prioritize funds to most effectively respond to needs that exceed the capacity of available resources.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

The City's Economy and Culture Recovery team recommends funding to support BIPOC small businesses development which is funded within this proposed budget with Community Development Block Grant funds.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$731,425

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Overall Program Administration

SERVICE NUMBER:

625

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$920,223	\$966,331	\$989,212	\$1,535,762	\$973,492	\$951,498
Other-Expenditures	\$972,292	\$254,239	\$1,333,899	\$287,769	\$316,666	\$302,024
<i>Total</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$2,323,111</i>	<i>\$1,823,531</i>	<i>\$1,290,158</i>	<i>\$1,253,522</i>
<i>Budget by Major</i>						
Revenue	(\$35,370)	\$0	(\$165,954)	\$0	\$0	\$0
Personnel	\$872,268	\$780,775	\$936,122	\$822,267	\$861,748	\$811,477
Non-Personnel	\$926,844	\$300,991	\$1,414,139	\$869,986	\$297,132	\$310,767
Agency Billings	\$128,773	\$138,804	\$138,804	\$131,278	\$131,278	\$131,278
<i>Total</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$2,323,111</i>	<i>\$1,823,531</i>	<i>\$1,290,158</i>	<i>\$1,253,522</i>
FTEs		7.04		7.90	8.38	7.85

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The work in the Program Administration service covers general office support for operating the community development division, without which, all other core services could not function.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Direct Administration & Support Services	88.03%	Provides overall staffing, budgeting and operational support to the Division within its Community Development Block Grant (CDBG), Child Care, Community Resources and administrative units.
Emerging Opportunities Program	11.97%	Funds programs that meet emerging needs or unanticipated opportunities, solicited via a Request for Proposals (RFP) process.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

(\$36,636)

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

This change represents a roughly \$42k reduction in personnel costs derived from modifications to the payroll allocation across CDD services for three positions (see below), as well as a modest reduction in anticipated 2022 recruitment expenditures. These reductions are offset, in part, by an increase in grant-funded expenditures in 2022, to accommodate anticipated training needs associated with four new CDBG Unit hires that will come on during 2021; plus a modest increase in budget for mortgage/title services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▼

Type	Fund	Amount	Description
Perm Wages	1100 / 1210	(\$33,127)	-0.55 FTE (pos 618); +0.01 FTE (pos 109); -0.01 FTE (pos 609); +0.02 FTE (pos 608)
Benefits	1100 / 1210	(\$8,645)	-0.55 FTE (pos 618); +0.01 FTE (pos 109); -0.01 FTE (pos 609); +0.02 FTE (pos 608)
Total		(\$41,772)	

Explain the assumptions behind the allocation change.

-0.55 FTE Program Assistant moved from here to services 621 *Affordable Housing* (+0.02 FTE) and 624 (+0.53 FTE); +0.02 FTE Community Development Specialist moved here from service 621 *Affordable Housing*; +0.01 FTE Child Care Specialist moved here from service 624 *Community Support Services*; -0.01 FTE Community Development Specialist moved from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Brings back into alignment the corrected payroll allocation for position #618 (Program Assistant), which was not accurately reflected in Central Budget; plus a minor realignment of service allocation percentages for a Child Care Specialist and two Community Development Specialists. Changes across services are net neutral to the General Fund.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description
1210	53 Supplies	\$50	increase to postage
1210	54 Prchsd Svcs	\$7,753	increases to conference/training, mortgage/title services
1100	54 Prchsd Svcs	(\$2,013)	

increase to storage services; decrease to recruitment

1210

57 InterD Chrgs

(\$654)

decrease in internal CDD admin transfers between funding sources

Insert item

Explain the assumptions behind the requested funding.

+\$50 to Postage (53150); +\$4,753 to Conference/Training (54520); +\$3k to Mortgage/Title Services (54638); +\$15 to Storage Services (54635); -\$2,028 to Recruitment (54510); -\$654 to CDD Inter-D Charges (57162).

What is the justification behind the increased funding?

Minor increases to postage and storage services reflect slightly higher rates for 2022; modest decrease in anticipated recruitment expenditures; increase in grant-funded conference/training associated with 4 new CDBG Unit hires coming on board during 2021; increase in mortgage/title services to reflect increasing trend over last few years' actuals; and a minor reduction in anticipated grant-funded administrative transfers between funding sources for 2022.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed service provides general administrative support for the Community Development Division. CDD places a priority on supporting BIPOC populations through active engagement on City initiatives like RESJI, NRTs, MAC, etc. More detail is outlined in CDD's Equitable Workforce Plan.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

General operations and admin are funded through this service, ensuring staff have adequate capacity and training to complete their duties.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

CDD managers have regular engagement with staff through team meetings and one-one check in sessions. CDD's Management team also holds quarterly all-staff meetings. These are all opportunities to receive feedback from staff.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

N/A

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continue staff engagement and professional development opportunities.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Empty text box for identifying the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$731,425

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Table with 3 columns: Activity, \$Amount, Description. The table is currently empty.

Insert item

Total	\$0
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Strong Healthy Neighborhoods

SERVICE NUMBER:

623

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,622,753	\$1,262,039	\$1,202,263	\$1,248,293	\$1,234,757	\$1,233,757
Other-Expenditures	\$923,655	\$660,391	\$485,673	\$817,086	\$810,918	\$754,978
<i>Total</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,687,936</i>	<i>\$2,065,379</i>	<i>\$2,045,675</i>	<i>\$1,988,735</i>
<i>Budget by Major</i>						
Revenue	(\$19,761)	(\$20,000)	(\$20,198)	(\$20,000)	(\$20,000)	(\$21,000)
Personnel	\$267,380	\$282,398	\$215,044	\$261,577	\$241,873	\$219,933
Non-Personnel	\$2,257,289	\$1,618,532	\$1,451,589	\$1,782,302	\$1,782,302	\$1,748,302
Agency Billings	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500
<i>Total</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,687,935</i>	<i>\$2,065,379</i>	<i>\$2,045,675</i>	<i>\$1,988,735</i>
FTEs		2.41		2.41	2.31	2.03

PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Neighborhood Focal Points	80.45%	Provides non-program specific support to neighborhood centers and other community focal points.
Capital Improvements for Community Organizations	13.85%	Provides loans to non-profit community partners to help finance capital projects that develop or improve community facilities that benefit public users.
Neighborhood Revitalization Plans & Projects	5.71%	Collaborative work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Roughly \$22k of this reduction comes from a shift in payroll allocation for a new CD Specialist hire, the duties for which have been modified to reflect a greater focus on issues related to affordable housing. Previous work around neighborhood investments will continue, and be supported by other staff. The remainder of this reduction reflects an anticipated modest decline in repayments of previous loans made to support community facility projects. The income from such repayments provide some of the funding for new loans.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1210	(\$17,377)	-0.28 FTE (pos 609)
Benefits	1210	(\$4,562)	-0.28 FTE (pos 609)
Total		(\$21,939)	

Explain the assumptions behind the allocation change.

-0.28 FTE Community Development Specialist position shifted from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect modified duties for this position. Changes across services are net neutral to the General Fund.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1210	43 Chrgs for Svcs	(\$35,000)	reduction to estimated PI revenue generated from Acq/Rehab loans
1100	46 Invst Othr Cn...	\$1,000	increase to Meridian Future Madison contribution for VCNC

Insert item

Explain the assumptions behind the change to budgeted revenue.

-\$35k to Program Principal (43630); +\$1k to Contributions/Donations (46310)

What is the justification behind the proposed change?

Recognizes downward trend in program income generated by past Acquisition/Rehab project loans; increases annual Meridian contribution to Vera Court Neighborhood Center, based on trend in receipts (actual contribution for 2021 is already at \$20,703).

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
------	-------	--------	-------------

Insert item

Explain the assumptions behind the requested funding.

[Empty text box for assumptions]

What is the justification behind the increased funding?

[Empty text box for justification]

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget supports the City’s goals for providing community spaces that function as neighborhood focal points, but also serve as safe venues for programs and services. While generally available and open to all residents, these facilities and the activities they accommodate focus particularly on BIPOC, households living with lower incomes, and people otherwise marginalized.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The activities within this service aim to primarily benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers and, more broadly, to promote the well-being of residents and the neighborhoods in which they live. The proposed budget is designed to support neighborhood-based activities that help build a sense of community, and offer more residents access to resources and services that can help improve their quality of life and their prospects for future success.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

CDD regularly collects from contracted agencies demographic and income data describing who uses City-supported facilities and services. CDD also engages members of the public, community partners and other stakeholders to convey information about key community development initiatives and to solicit input that informs City actions and helps ensure equitable access to City resources.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Community agencies and other City agencies that help inform the work related to this service include: Neighborhood Center Operators, a wide variety of Community-Based organizations, Neighborhood Resource Teams, Economic Development Division, Public Health Madison and Dane County, elected officials, City staff and other subject matter experts. Most recently, input from these partners have informed funding allocations under the COVID Relief Fund RFP and prompted a CDD Capital Budget request for creation of a new Community Facilities Improvement fund.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

If there is potential harm in the proposed budget, it comes from a lack of sufficient funding or capacity to fully meet community needs. As funds or services are prioritized, the needs of some populations or communities will go unmet.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above)

[Empty text box for communication plan]

in this process?

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Economic DevelopmentFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,692,343	2,006,377	1,667,823	2,178,957	2,213,406	2,213,405
Other Grants	46,994	-	69,194	-	-	-
TOTAL	\$ 1,739,337	\$ 2,006,377	\$ 1,737,018	\$ 2,178,957	\$ 2,213,406	\$ 2,213,405

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Office of Business Resources	861,124	891,696	835,400	912,305	869,119	860,091
Office of Real Estate Services	878,213	1,114,681	899,982	1,003,973	1,070,834	1,058,777
Food Policy & Programming	-	-	1,635	262,679	273,453	294,537
TOTAL	\$ 1,739,337	\$ 2,006,377	\$ 1,737,018	\$ 2,178,957	\$ 2,213,406	\$ 2,213,405

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transfer In	-	-	(76,858)	-	-	-
TOTAL	\$ -	\$ -	\$ (76,858)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,197,073	1,399,314	1,153,156	1,386,396	1,476,502	1,476,501
Benefits	318,434	357,093	335,203	430,876	419,500	419,500
Supplies	10,325	18,842	14,588	12,025	18,025	18,025
Purchased Services	155,600	168,258	248,059	289,056	238,775	238,775
Inter Depart Charges	62,130	62,870	62,870	60,604	60,604	60,604
Inter Depart Billing	(4,224)	-	-	-	-	-
TOTAL	\$ 1,739,337	\$ 2,006,377	\$ 1,813,876	\$ 2,178,957	\$ 2,213,406	\$ 2,213,405



Department of Planning & Community & Economic Development

Economic Development Division

Matthew B. Mikolajewski, Director

P.O. Box 2983

Madison, WI 53701-2983

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

cityofmadison.com

Office of Business Resources
Office of Real Estate Services

To: Dave Schmiedicke, Finance Director

From: Matthew B. Mikolajewski

Date: July 7, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The Economic Development Division includes two offices: Office of Business Resources and Office of Real Estate Services. An additional Food Policy & Programming service is housed within the Office of Business Resources. Our key priorities for 2022 within each of the services include the following:

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

- Continue to develop and deliver the Small Business Equity and Recovery (SBER) program.
- Support Downtown Madison economic development initiatives, including the new Madison Pop Up Shop Program and Retail Building Improvement Grant Program.
- Utilize existing City economic development programs, including the Healthy Retail Access Program and Cooperative Enterprise Development Fund, to support sustained recovery in the business community.
- Manage the street vending, Streatery, and sidewalk café programs.
- Begin construction of the Madison Public Market.
- Provide timely responses to all business and developer inquiries.

Office of Real Estate Services (ORES)

- Land bank key properties to support equitable and sustainable growth in the City, especially within South Madison.
- Assist Community Development Division with homeless housing projects.
- Complete real estate work related to the BRT project.
- Manage over 500 real estate projects, including property acquisitions, easements, encroachment agreements, and leases.
- Support the sale of City-owned property within the Center for Industry & Commerce and Southeast Madison Business Park.
- Maintain City-owned real estate holdings.

- Implement the City's TIF Program, to likely include underwriting TIF projects and creating new TIF Districts.

COVID Recovery

2022 will see a continuation of COVID business recovery initiatives. Through Federal ARPA funding and existing City funding, the Economic Development Division will implement new programs targeted at assisting neighborhood business districts throughout the community with pandemic recovery. The Division will also continue the "build back to better theme" of the current year by using the Small Business Equity & Recovery (SBER) Program to better assist entrepreneurs that are historically disadvantaged. Finally, the Division is hopeful that 2022 will see the return of more normal business expansion projects critical to the health of our economic base.

2022 Request & Equity

The COVID-19 pandemic has disproportionately impacted small-businesses, particularly those owned by people of color. These businesses had fewer resources than large corporations to quickly respond to consumer demands for contactless services and online purchasing. Additionally, small businesses may not have the expertise or connections to take advantage of federal or state recovery programs. The Small Business Equity and Recovery Program (SBER) has been a major realignment and investment in these historically disadvantaged local businesses and entrepreneurs. This work will continue into 2022.

We will also continue existing programs in place before COVID-19 that already had an equity focus, including the Business Cooperative Enterprise Program and Healthy Retail Access Program. We will also examine other existing City business development initiatives, such as our Tax Increment Finance (TIF) program, to identify new opportunities to provide improved family-supporting employment opportunities within communities of color.

2022 Request & Sustainability

The Madison region has thousands of acres of farmland and open space available for development. Even if development slowed or stopped within the City of Madison, there is more than enough space to accommodate growing businesses and residential development within the suburban communities that surround us. This development in outlying areas may; however, increase use of single-occupancy vehicles, have detrimental impacts on the region's stormwater management system, and generally increase the carbon footprint of the region's residents and employees. This runs contrary to the environmental sustainability goals of the City.

Economic Development Division staff spend almost all of their time supporting the creation, retention, and expansion of businesses within the City of Madison, completing the real estate work needed to support private residential and commercial development, and managing real estate activities needed for public infrastructure projects that in turn support private development within the community. The overarching goal of these efforts is to insure that as much of our region's development occurs within the City of Madison itself. We provide the best alternatives to single-occupancy vehicle use, we have some of the strongest stormwater standards in the region, and we provide some of the densest housing and employment spaces available. The City's sustainability goals are best served by promoting quality development within the central City of our region and our EDD staff help to facilitate that growth every day.

Major Changes in 2022 Operating Request

Our base 2022 operating request is nearly identical to our adopted 2021 Operating Budget.

Summary of Reductions

We propose to meet a 5% Operating Budget reduction (approximately \$110,000) through the following cuts, listed in priority from most acceptable to least acceptable:

1. Automatically bill 10% of the Economic Development Division Director's salary to the City's TIF Districts. I already spend about 10% of my time on TIF-related work; these is a relatively easy change to make. A Position Allocation Change Worksheet is included.
2. Reduce the Madison Food Policy Council budget by \$7,000. The Madison Food Policy Council has historically only used about \$3,000 of its \$10,000 budget; this would place the budget within alignment to what is generally spent.
3. Reduce the annual MadREP budget by \$10,000 to an annual contribution of \$20,000. This is in alignment with what had been the City's level of support for MadREP up until a few years ago. Given our need to reduce our own budget, this seemed like an appropriate cut.
4. Continue to hold-open the vacant Real Estate Specialist position that was already held open in 2021. This appears last on the list because it is the most impactful. The Office of Real Estate Services is facing a growing number of requests for significant projects, along with day-to-day work. The amount of work that the Office can complete will continue to be limited by the number of staff; holding open this position for another year will mean that we will need to delay or turn away some work.

Optional Supplemental Request

For our supplemental request, we propose splitting the existing Office of Real Estate Services (ORES) into two offices: Real Estate Services and Real Estate Development. Funding would be used to create a new Manager position to manage the second office. Existing ORES staff would be split between the two offices. Annual salary and benefits for this new manager would start at approximately \$112,000. A portion of this could be billed to capital projects and TIDs, with the balance supported by the General Fund.

Policy makers continue to place growing demands on the Office of Real Estate Services to complete City-led real estate development projects. As it stands today, ORES is a large office with two distinct sets of programs/projects: real estate development and real estate acquisition/management. It will become increasingly difficult for a single manager to manage the growing number of time sensitive projects, alongside the need to manage the Office's staff.

c.c. *Deputy Mayors*
Budget & Program Evaluation Staff
Saran Ouk, Office of Business Resources Manager
Andrea Freedman, EDD Accounting Technician

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Economic Development Division

SELECT YOUR AGENCY'S SERVICE:

Food Policy & Programming

SERVICE NUMBER:

634

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$1,635	\$262,679	\$273,453	\$294,537
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	\$0	\$0	\$1,635	\$262,679	\$273,453	\$294,537
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$1,570	\$115,179	\$119,953	\$141,037
Non-Personnel	\$0	\$0	\$66	\$147,500	\$153,500	\$153,500
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	\$0	\$0	\$1,636	\$262,679	\$273,453	\$294,537
FTEs		0.00		1.00	1.00	1.23

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

No changes are proposed in the 2022 budget request.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the

following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Please see answers below.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Low income households generally have reduced access to quality food options and the marginalized populations noted above have a greater likelihood of being low income within the Madison community. The programs housed under this service directly attempt to address the gaps, barriers, and distribution of healthy food options within the community.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Some data is available regarding the use of these funds. Yes, feedback is provided and incorporated into program designs.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? The Madison Food Policy Council, Public Health, MMSD, REAP, and Rooted are a few of the organizations that we work with. Their feedback is regularly requested and incorporated into program guidelines.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. The need for better food access is greater than what these programs are able to support. While this budget does not directly harm the individuals noted above; it should be recognized that it does not entirely solve the problems that exist in the community.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? Continued phone calls, emails, and meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$110,670.3

What is the proposed reduction to this service's budget? \$7,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Food Policy & Programming	7,000	Reduce Madison Food Policy Council support from \$10K to \$3K.
<input checked="" type="checkbox"/> Insert item		
Total	\$7,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	\$7,000	

		Reduce Madison Food Policy Council support from \$10K to \$3K.
Agency Billings	\$0	
Total	\$7,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is not mandated to provide the Madison Food Policy Council with its own budget.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

The Madison Food Policy Council has historically only used about \$3,000 of its budget to compensate community gardens for City fees. Given that this budget has not been fully utilized in recent years, and given that most City committees do not have their own budget, we are proposing this cut as part of our 5% reduction.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The \$3,000 remaining in the budget will still be used by community gardeners, suggesting minimal impacts on the end user.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
	<input type="text"/>	

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	
Non-Personnel	<input type="text"/>	
Agency Billings	<input type="text"/>	
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Economic Development Division

SELECT YOUR AGENCY'S SERVICE:

Office of Business Resources

SERVICE NUMBER:

632

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$814,130	\$891,696	\$766,206	\$912,305	\$869,119	\$860,091
Other-Expenditures	\$46,994	\$0	\$69,194	\$0	\$0	
<i>Total</i>	<i>\$861,124</i>	<i>\$891,696</i>	<i>\$835,400</i>	<i>\$912,305</i>	<i>\$869,119</i>	<i>\$860,091</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$108)	\$0	\$0	
Personnel	\$708,492	\$726,600	\$590,510	\$767,366	\$774,245	\$765,217
Non-Personnel	\$128,258	\$140,722	\$220,625	\$120,565	\$70,500	\$70,500
Agency Billings	\$24,374	\$24,374	\$24,374	\$24,374	\$24,374	\$24,374
<i>Total</i>	<i>\$861,124</i>	<i>\$891,696</i>	<i>\$835,401</i>	<i>\$912,305</i>	<i>\$869,119</i>	<i>\$860,091</i>
FTEs		7.10		6.80	6.80	6.72

PRIORITY

Citywide Element

Economy and Opportunity

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

The overall Economic Development Division budget remains consistent with the cost to continue.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Please see answers below.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The work of the Office is split between assisting new entrepreneurs and established businesses. Many of the entrepreneurs served by the Office are the historically marginalized individuals noted above; these individuals directly benefit from the work of this Office. Further, the established businesses that this Office works with often employ these individuals; once again providing a direct benefit. Through the SBER program (Capital Budget) and ARPA funding, we are experimenting with different ways to address these gaps, remove barriers, and better distribute services.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We maintain some data about who the Office works with to the extent that individuals want to provide us with this data and that it is appropriate to request the information. We do ask for, and incorporate, feedback into our work.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We ask community partners and other agencies for their perspectives and we incorporate that feedback into our work. Internally, this includes the Business Assistance Team, EDC, and VOC. Externally, it includes the Black Chamber, Latino Chamber, Greater Madison Chamber, DMI, Downtown BID, and neighborhood business district organizations to name a few.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

It does not.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Ongoing phone calls, emails, and meetings; with more in-person opportunities post-COVID.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$110,670.3

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

\$10,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Economic Development Assistance (6321)	10,000	Reduce MadREP contribution from \$30K to \$20K in 2022 to align with EDDs original commitment to MadRep.
Total	\$10,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	\$10,000	The MadREP contribution has been reduced from \$50K to \$30K in 2021 and to \$20K in 2022 to better align with the City's original commitment to the organization.
Agency Billings		
Total	\$10,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

While not mandated, the City has made contributions to MadREP for many years and MadREP remains an important economic development partner of the City.

Has this reduction been proposed in prior years? No ▼

Does the proposed reduction result in eliminating permanent positions? No ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

The City had historically funded MadREP at \$17,000 per year and given that our contribution is a large portion of the OBR non-personnel budget authority, it seemed appropriate to include in our 5% reduction scenario.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
----------	----------	-------------

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Economic Development Division

SELECT YOUR AGENCY'S SERVICE:

Office of Real Estate Services

SERVICE NUMBER:

633

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$878,213	\$1,114,681	\$899,982	\$1,003,973	\$1,070,834	\$1,058,777
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$878,213</i>	<i>\$1,114,681</i>	<i>\$899,982</i>	<i>\$1,003,973</i>	<i>\$1,070,834</i>	<i>\$1,058,777</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$76,750)	\$0	\$0	\$0
Personnel	\$807,015	\$1,029,807	\$896,280	\$934,727	\$1,001,804	\$989,747
Non-Personnel	\$37,667	\$46,378	\$41,957	\$33,016	\$32,800	\$32,800
Agency Billings	\$33,532	\$38,496	\$38,496	\$36,230	\$36,230	\$36,230
<i>Total</i>	<i>\$878,214</i>	<i>\$1,114,681</i>	<i>\$899,983</i>	<i>\$1,003,973</i>	<i>\$1,070,834</i>	<i>\$1,058,777</i>
FTEs		9.88		9.48	9.65	9.50

PRIORITY

Citywide Element

Economy and Opportunity

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

The overall Economic Development Division budget remains consistent with the cost to continue.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Please see answers to questions below.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? The majority of the work completed by this Office is necessary to complete public infrastructure projects, provide public services (such as library leases), or to support private development. Who benefits vs. does not benefit depends on the project; however, many of the infrastructure and public service projects can address gaps, remove barriers, and more equitably distribute services.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? This Office is generally a service agency; supporting other City agencies or private development projects. As such, this Office will generally not maintain data regarding people that are impacted by its work.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Almost all City agencies occasionally rely on the work of this Office. Community partners include private developers, businesses, neighborhood associations, and utility companies. We do ask for and incorporate feedback received.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. It does not.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? We are in regular communication with the stakeholders noted above via phone calls, email, and meetings; we will continue this communication.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Acquisitions / Disposals	80,770	Hold open the currently vacant Real Estate Specialist position for all of 2022. \$62,841 billed to gen fund + \$17,929 benefits (does not include portion of salary billed to capital budget)

Activity	\$Amount	Description
Acquisitions / Disposals	13,500	The Director spends approximately 10% of his time each week working on TID related projects and with TID staff. By allocating time to the TIDs, rather than direct billing we can be more consistent with this expenditure .
Total		\$94,270

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$94,270	Hold open Real Estate Specialist 3 position (0695, Job Class H340 ORG/OBJ 63330-51110-00000, allocation 63XXX) for all of 2022. Bill 10% of Director's time to TIDs.
Non-Personnel		
Agency Billings	\$0	
Total	\$94,270	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is not mandated to fill the vacant Real Estate Specialist position or provide training to employees at the current budgeted rate; however, both reduction proposals could negatively impact efficiencies and the ability to retain employees over time.

Has this reduction been proposed in prior years?

Yes ▼

Does the proposed reduction result in eliminating permanent positions?

No ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes ▼

If yes, which agencies:

The ability for timely response to partner agencies (nearly all city agencies) as well as external customers will be dimi

Describe why the proposed reduction was chosen.

With a relatively small non-personnel budget, and with a desire to not lay-off existing staff, holding open this vacant position is the only opportunity to meet a 5% reduction. Billing a portion of the Director's salary to TIDs will have no service impacts.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Keeping open the vacant Real Estate Specialist position will likely reduce the efficiency of the Office's work, which could negatively impact end users by delaying the completion of work. Billing a portion of the Director's salary to TIDs will have no service impact.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Creating a second real estate manager position.	122664	This proposal would split the existing Office of Real Estate Services (ORES) into two offices: Real Estate Services and Real Estate Development. Funding would be used to create a new Manager position to manage the second office. Existing ORES staff would be split between the two offices.

Insert item

Total		
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122,664

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	112,664	Creating a second real estate manager position.
Non-Personnel	10,000	Convert conference room to office; furniture & equipment, misc.
Agency Billings		
Total	122,664	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

A large portion of this position could be funded by billing to TIDs and/or capital projects. The balance would need to be funded via the General Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The salary and benefits increase would be ongoing. The \$10,000 of Non-Personnel costs would be in a single year. With the exception of a modest increase for office supplies, training/travel, etc., there would not be a need for other increases in funding to support this new position.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Policy makers continue to place growing demands on the Office of Real Estate Services to complete City-led real estate development projects. As it stands today, ORES is a large office with two distinct sets of programs/projects: real estate development and real estate acquisition/management. It will become increasingly difficult for a single manager to manage the growing number of time sensitive projects, alongside the need to manage the Office's staff.

Submit

Employee Assistance Program**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	349,579	416,687	356,807	454,307	458,653	458,653
TOTAL	\$ 349,579	\$ 416,687	\$ 356,807	\$ 454,307	\$ 458,653	\$ 458,653

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
EAP Services	349,579	416,687	356,807	454,307	458,653	458,653
TOTAL	\$ 349,579	\$ 416,687	\$ 356,807	\$ 454,307	\$ 458,653	\$ 458,653

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transfer In	-	-	(25,451)	-	-	-
TOTAL	\$ -	\$ -	\$ (25,451)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	248,153	317,873	288,628	326,489	321,386	321,386
Benefits	64,531	83,392	85,449	98,663	108,817	108,817
Supplies	6,274	4,450	2,605	3,250	3,250	3,250
Purchased Services	60,258	60,158	54,763	69,976	69,271	69,271
Inter Depart Charges	689	955	955	825	825	825
Inter Depart Billing	(30,326)	(50,141)	(50,141)	(44,896)	(44,896)	(44,896)
TOTAL	\$ 349,579	\$ 416,687	\$ 382,258	\$ 454,307	\$ 458,653	\$ 458,653



Employee Assistance Program

Tresa Martinez, EAP Manager
2300 S. Park St., Suite 111
Madison, WI 53713
Phone: (608) 266-6561 | Fax: (608) 243-0189
eap@cityofmadison.com | cityofmadison.com/eap

To: Dave Schmiedicke, Finance Director
From: Tresa Martinez, Employee Assistance Program
Date: July 9, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The Employee Assistance Program is comprised of one service. Our 2022 budget seeks to support the following service level goals:

- Ongoing collaboration with OD staff on the development and delivery of training and support for all city staff related to the challenges of COVID recovery/reintegration.
- Increasing EAP outreach and prevention efforts to address AODA/mental health issues with our employee population.
- Identifying effective EAP service delivery strategies for supporting employees/family members of color and other underrepresented groups

COVID Recovery

During the pandemic, the role of the EAP office has been:

- to provide resources to support and guide managers, supervisors and union/association representatives through reintegration and recovery efforts
- to assist all staff with the return to work process - specifically addressing emotional and psychological considerations of the change and transition process that include stress, anxiety, grief, loss, growth and opportunity, etc.
- to provide ongoing consultation to inform efforts of the Mayor's Office and other City leaders on the employee experience

2022 Request & Equity

Our 2022 operating budget seeks to continue to develop service delivery strategies that will support employees of color. We will do this by creating an EAP Office that provides a safe and welcoming environment by incorporating equity informed principles in EAP service delivery – policies, counseling, resource referrals, training content and supervisor/union consultation.

2022 Request & Sustainability

The pandemic has taught us how to effectively deliver EAP/CISM services in telephonic and virtual ways that have reduced the need for as much travel, advancing the City's sustainability goals.

Major Changes in 2022 Operating Request

There are no major changes in our department's CTC budget for 2022.

Summary of Reductions

A 5% reduction equates to \$23,000 for our department. We have identified just one area where we could possibly reduce spending:

1. Reduce our Consulting Services line from \$43,000 to \$20,000 by reducing our budget for the external EAP contract by handling as much as possible internally and potentially running direct requests for services through the internal EAP to ensure cost containment.

We have concerns about removing this option for employees and managers who seek EAP assistance for mental health issues, financial and legal matters, and workplace consultations.

Supplemental Request

We are requesting \$12,000 in order to replace soon-to-be obsolete EAP software. The manufacturer of our current EAP software will stop maintaining it in mid-2023. Prior to that date, we would like to upgrade from our current product purchased in 2016. This upgrade promises better reporting functionality and excellent security for our utilization data.

I look forward to working with all of my colleagues in City government as we work to bring the 2022 budget into balance.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Employee Assistance Program

SELECT YOUR AGENCY'S SERVICE:

EAP Services

SERVICE NUMBER:

221

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$349,579	\$416,687	\$356,807	\$454,307	\$458,653	\$458,653
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$349,579	\$416,687	\$356,807	\$454,307	\$458,653	\$458,653
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$25,451)	\$0	\$0	\$0
Personnel	\$312,684	\$401,265	\$374,076	\$425,152	\$430,203	\$430,203
Non-Personnel	\$66,532	\$64,608	\$57,368	\$73,226	\$72,521	\$72,521
Agency Billings	(\$29,637)	(\$49,186)	(\$49,186)	(\$44,071)	(\$44,071)	(\$44,071)
Total	\$349,579	\$416,687	\$356,807	\$454,307	\$458,653	\$458,653
FTEs		4.00		4.00	4.00	4.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

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

ACTIVITIES PERFORMED BY THIS SERVICE

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

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▾

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

To provide context, the 2022 budget funds the services of professional staff who support our employees' mental wellbeing and work productivity. This includes an external EAP option which provides 24/7 access, back-up and expertise in certain areas like mediation and couple counseling. In addition to salaries, our budget supports required professional development training, counselor credential certifications and professional memberships. We have a requirement to track employee data in the most secure way possible through use of EAP software that requires hosting and maintenance by the manufacturer.

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

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Directly benefits – Managers/supervisors, employees and their family members who need/use the EAP.

Indirectly benefits - Employees who have access to EAP services but have not used the service may indirectly benefit – the services are there if/when needed and everyone benefits from having healthy co-workers. External customers benefit from the quality of services delivered by well employees.

Does not benefit – External customers to the city and the general community.

Gaps and barriers – This year and every year our budget includes training dollars for EAP staff to build and maintain culturally competent skills that are sensitive to the needs of BIPOC employees.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

20% of new EAP contacts in 2020 were BIPOC employees, which matches the total percentage of BIPOC City employees (per data in Munis).

The EAP requests feedback from those who use our services in a couple of ways:

1. Employees are invited to complete a satisfaction survey after they meet with an EAP counselor where we ask if the employee felt services were equitable and inclusive or if there was a language barrier.

2. Attendees at EAP trainings are encouraged to complete an evaluation where we ask whether the content was felt to be culturally sensitive.

Our surveys are anonymous but as we compile the responses, we consider how we can improve our services based on the feedback we receive.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

EAP staff have a collaborative working relationship with other city agencies and support initiatives like DCR's Subtle Acts of Exclusion training and Peer Advisor Network. Staff are also involved in the invaluable work of MAC, WIC, LCET and other groups that advance the work of Racial Equity and Social Justice. All of this involvement and interaction allows us to incorporate feedback into relevant training content, areas of focus for the EAP Newsletter and EAP Resources.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Reduced funding for consulting services (FEI) will impact options and access for those wanting services from the external vendor. As an example, limiting the employee's options to only internal EAP staff could limit specific requests for diversity/experience/specialties/geographic locations provided by FEI counselors.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

1. Continue to conduct satisfaction surveys and training evaluation surveys – anonymously – to encourage honest feedback about EAP services.
2. We will participate and contribute to the City's affinity groups (MAC, WIC, LCET)

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

In our delivery of EAP services we make every effort to refer our employees to resources that they identify with, in particular our employees of color and LGBTQIA+ community. By cutting our external EAP budget, this could potentially interfere with access to diverse providers.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$23,000

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

\$23,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
External EAP Services (54645)	23,000	Contract with external EAP will be reduced and internal staff will handle a larger percentage of training, management consultations, and workplace services requests where possible and appropriate. This may force us to run all requests for services from FEI through the internal program to ensure cost containment. This will restrict employees from calling outside of the standard day work shift hours. Close monitoring of the \$20,000 budget will be required and we may need to eliminate some of the more costly services entirely – like workgroup interventions and conflict mediation.
Total	\$23,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	\$23,000	54: Reduce budget for external EAP contract by handling as much as possible internally and potentially running direct requests for services through the internal EAP to ensure cost containment.
Agency Billings	\$0	
Total	\$23,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also

involved in performing these activities.

No, there is no mandate for EAP services. There are local EAP providers but that would require replacing the internal program and we don't have a cost estimate for that option.

Has this reduction been proposed in prior years?

Yes No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

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

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Reducing our mediation and workplace intervention services may prolong costly workgroup problems that could be addressed more proactively. Some managers may want to bring someone in from outside who has had no involvement with any of the parties involved and can provide a completely neutral perspective. In the EAP industry those kinds of workplace services are best delivered by an outside professional for neutrality and perception of neutrality reasons. One mitigation effort, although not ideal, may be to develop internal staff to perform work group intervention and mediation services which are currently delivered by our external EAP.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
EAP	12000	One time cost to replace obsolete EAP software. The manufacturer of our current EAP software will stop maintaining it in mid 2023. Prior to that date, we would like to upgrade from our current product purchased in 2016. This upgrade promises better reporting functionality and excellent security for our utilization data.

Insert item

Total	12,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	0	
Non-Personnel	12,000	54335: Upgrade EAP software package due to end-of-life.
Agency Billings	0	
Total	12,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This is not an ongoing cost and we anticipate that the improvements provided with this upgrade will result in a more user-friendly product that will increase office efficiency and decrease admin time for all staff.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT,

No

Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

If we do not upgrade by mid-2023, the manufacturer will not be able to help us if we encounter problems with the software that we own.

Submit

V2 062821

Engineering**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	4,222,718	4,505,518	4,143,427	4,585,951	4,716,243	4,559,009
TOTAL	\$ 4,222,718	\$ 4,505,518	\$ 4,143,427	\$ 4,585,951	\$ 4,716,243	\$ 4,559,009

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Engineering & Administration	3,008,619	2,952,669	3,078,370	3,575,552	3,591,463	3,441,697
Mapping & Records	437,287	460,204	459,084	442,037	443,742	475,307
Facilities Management	603,827	797,944	635,682	494,508	500,697	518,894
Facilities Operations & Maintenance	172,985	294,701	(29,708)	73,854	180,341	123,111
TOTAL	\$ 4,222,718	\$ 4,505,518	\$ 4,143,427	\$ 4,585,951	\$ 4,716,243	\$ 4,559,009

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(203,240)	(239,000)	(205,172)	(202,000)	(202,000)	(202,000)
Investments & Other Contributions	-	-	(1,500)	-	-	-
Misc Revenue	(205,316)	(151,870)	(248,540)	(199,990)	(199,990)	(244,990)
Transfer In	(98)	-	(241,528)	-	-	-
TOTAL	\$ (408,654)	\$ (390,870)	\$ (696,739)	\$ (401,990)	\$ (401,990)	\$ (446,990)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	4,049,533	4,287,692	4,134,393	4,001,566	4,108,899	4,007,606
Benefits	1,289,536	1,332,913	1,403,758	1,290,670	1,326,438	1,318,576
Supplies	260,519	310,000	253,759	263,200	263,200	232,300
Purchased Services	755,390	725,732	790,156	858,604	820,774	828,332
Inter Depart Charges	382,565	402,789	425,252	412,504	437,525	456,988
Inter Depart Billing	(2,106,171)	(2,162,738)	(2,167,152)	(1,838,603)	(1,838,603)	(1,837,803)
TOTAL	\$ 4,631,372	\$ 4,896,388	\$ 4,840,166	\$ 4,987,941	\$ 5,118,233	\$ 5,005,999



Department of Public Works
Engineering Division
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Deputy City Engineer
 Gregory T. Fries, P.E.
Deputy Division Manager
 Kathleen M. Cryan
Principal Engineer 2
 John S. Fahrney, P.E.
 Christopher J. Petykowski, P.E.
 Janet Schmidt, P.E.
Principal Engineer 1
 Christina M. Bachmann, P.E.
 Mark D. Moder, P.E.
 James M. Wolfe, P.E.
Facilities & Sustainability
 Bryan Cooper, Principal Architect
Land Information & Official Map Manager
 Eric T. Pederson, P.S.
Financial Manager
 Steven B. Danner-Rivers

**To: Mayor Satya Rhodes-Conway
 Dave Schmiedicke, Finance Director**

From: Robert F Phillips P.E., City Engineer

Date: July 9, 2021

Subject: City Engineering General Fund 2022 Operating Budget

The Engineering Division is pleased to submit our 2022 operating budget for City Engineering Division’s General Fund Budget. The General Fund portion of the Engineering Division’s budget covers the transportation programming and design functions within the Engineering Division, the City’s Facilities and Design agency services, Facilities Operations and Maintenance, the Mapping services, and the Environmental services not related to landfills.

Major Goals

The Transportation Section within the Engineering Division works to build and maintain a well-balanced, sustainable, and equitable transportation system consisting of roadways, bridges, sidewalks, and bike paths. The goals are to be equitable in the development of projects, to meet the condition standards for streets that have been established, to maintain the entire network of city sidewalks over a ten-year time frame, to build high quality projects through good design and public involvement, and to position Madison as a leader in bicycle and pedestrian friendly travel. The Engineering Division will take a leadership role in the design and construction of the necessary on street improvements for BRT.

The Facilities staff works to provide a high quality work environment and preserve the City’s investments in public buildings. Project management and architectural design services are provided to agencies to insure buildings are constructed to City standards with energy efficient equipment and renewable energy where applicable. Maintenance and custodial staff help to assure that buildings operate at peak efficiency as they were intended. The Section works hard to meet the City’s short-term goal to construct one megawatt of renewable energy in 2021 and 2022 combined and to meet the long-term goal of 100% renewable energy by 2030.

Engineering’s Mapping and Records’ (EMR) Land Information/Official Map team is involved in plan review to protect the City’s land interests and maintains comprehensive mapping, data, and records for the City’s Official Map, Assessor’s parcels, and public land survey monuments, and land title documentation. The EMR’s technology team manages and administers CAD, GIS, and CMMS services for the Engineering Division. This includes the migration to Autodesk and ESRI products and Cityworks. This team is currently piloting Autodesk’s Construction Cloud which provides a single platform to support projects from the planning and design phases through construction and ultimately operations and maintenance.

COVID Recovery

The Engineering Division’s general fund activities proceeded during the pandemic with little interruption however a few capital projects were delayed. Many staff who can telework will continue to telework in 2022

with a maximum 50% of their time teleworking. Our Facilities Section will use the lessons learned during the pandemic to reduce the impact on staff in the event of a future pandemic and to reduce the transmission of other common viruses that typically inflict staff during any typical year.

2022 Request & Equity

In 2022 the Engineering Division will continue our commitment to equity. Specific initiatives include continuing our *GreenPower Plus* Program which hires individuals as Solar Installer Trainees to earn while they learn to install Photovoltaic (PV) systems at City sites. Recruitment is targeted to environmental justice areas. The program has also increased our diversity as some past Solar Installer Trainees are now permanent City employees. As part of this program we are working to create a formal pathway from hourly to LTE to permanent City employment with the goal of providing a diverse pool of trained employees to replace our aging skilled trades workforce as they retire.

We will continue working to increase the diversity of the Engineering Division's workforce by actively recruiting women and people of color. This includes a variety of activities including, but not limited to, using the Equitable Hiring Tool; developing an individual outreach and recruitment plan for every external hiring process; participating in targeted job and career fairs, outreach activities at local schools and community events; and filling positions at the trainee level. We will also continue to participate in the Wanda Fullmore high school and AASPIRE internship programs in 2022.

2022 Request & Sustainability

Sustainability is part of our culture. In 2021 the Engineering Division will continue to make our city facilities more energy efficient and will work toward the 100% renewable energy by 2030 goal. The Engineering Division's transportation design and construction sections will continue to promote alternate modes of transportation by planning for and building safe and convenient pedestrian and bike facilities as well as transit facilities where needed.

Major Changes in the 2022 Operating Request

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. The result has been a savings of \$174,690. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal. Therefore, the reductions made possible by these reallocations is included in the base budget, which is \$157,234 below target.

Summary of Reductions

As noted in the above section our operating budget request is \$157,234 below target. We are proposing reducing median landscaping by \$88,000 to meet the remainder of the 5% reduction. The Parks Division currently mows median areas around these planting beds and will be responsible for mowing areas converted to turf and low-mow fescue. As such we recommend that \$9,422 of the operating budget savings be reallocated to the Parks Division making the net operating budget savings of this reduction \$78,578.

Selected medians will be converted from planting beds to colored concrete, "no-mow" turf, or lower maintenance ground cover. The conversion option selected for each median was based on its size and the type of surface surrounding the bed. An overview of proposed median landscape reductions is provided on the following page.

Location	Number of Median Planting Beds	Description	Operating Cost Savings	Capital Cost of Conversion
East Washington Ave	79	Remove and replace existing mulch from median planting beds; replace with groundcover	\$16,000	\$50,000
West side (East Pass, Manchester Rd., Monroe St., Muirfield Rd., Nakoma Rd., Old Sauk Rd., Raymond Rd., S. High Point Rd., Seminole Hwy.)	32	Remove existing planting beds; Replace 18 with concrete, 9 with turf, and 5 with low-mow fescue.	\$27,000	\$151,000
North and East Side medians (Aberg Ave., Cottage Grove Rd., Milwaukee St., Northport Dr., Packers Ave., Pennsylvania, Pflaum Rd., Sherman Ave., Thompson Dr.)	40	Remove existing planting beds; replace 14 with concrete, 19 with turf, and 7 with low-mow fescue.	\$34,000	\$161,500
John Nolen Dr.	13	Remove planting beds; replace all with turf	\$11,000	\$5,200

Optional Supplemental Request

The Engineering Division has submitted a supplemental request to create a third GreenPower crew. This request would require the creation of 1.0 FTE Electrician, and two trainees (1.0 LTE and one additional hourly). This crew would be funded by the Energy Improvements program included in the Engineering Facilities Management capital budget request and has no impact on the general fund operating budget. We have experienced difficulty getting bidders for PV and lighting upgrade projects let through the City’s public works contracting process. This supplemental request would enable us to do this work in-house and provide additional employment and training.

We also have a second supplemental request that we would like to submit for consideration. This request would bring work associated with the annual Citywide Sidewalk Installation and Repair program in-house to provide employment and training opportunities, increase diversity in infrastructure construction trades, and provide a pathway to permanent City employment. Planning and startup activities would be done in 2022 with 2023 being the first year of program implementation. When not performing sidewalk installation and repairs crews would be working on smaller scale sanitary and storm sewer repairs. This request would require the creation of 1.0 FTE Public Works Foreperson in 2022 to plan and develop program for 2023 implementation. This position would be funded by general fund operating budget in 2022. In 2023, 40% of the cost of this position would be funded by capital budget with the remainder split between the sewer and storm utilities based on the work performed by the crews. In 2023 2.0 FTE Leadworker 1, 1.0 FTE Operator 2, and 4 hourly trainee positions would need to be created with 40% of the costs of these position being funded by capital budget funds and the remainder split between the sewer and storm utilities based on the work performed.

- cc: Katie Crawley, Deputy Mayor
Christine Koh, Budget and Program Evaluation Manager
Stephanie Mabrey, Budget Analyst
Steve Danner-Rivers, Engineering Finance Manager
Kathy Cryan, Deputy Division Manager
Greg Fries, Deputy City Engineer

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Engineering

SELECT YOUR AGENCY'S SERVICE:

Engineering & Administration

SERVICE NUMBER:

401

SERVICE DESCRIPTION:

This service is responsible for design, management, contract administration, and administrative support to the Engineering Division's transportation and pedestrian infrastructure projects. This service oversees projects pertaining to: 1) streets and bridges, 2) sidewalks, 3) bike paths, and 4) environmental improvements for remediating soil and groundwater contamination.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$3,008,619	\$2,952,669	\$3,078,370	\$3,575,552	\$3,591,463	\$3,441,697
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$3,008,619</i>	<i>\$2,952,669</i>	<i>\$3,078,370</i>	<i>\$3,575,552</i>	<i>\$3,591,463</i>	<i>\$3,441,697</i>
<i>Budget by Major</i>						
Revenue	(\$206,576)	(\$151,870)	(\$486,994)	(\$199,990)	(\$199,990)	(\$244,990)
Personnel	\$2,638,130	\$2,640,632	\$3,025,405	\$2,849,000	\$2,850,557	\$2,751,335
Non-Personnel	\$585,384	\$559,349	\$654,695	\$643,299	\$638,498	\$633,241
Agency Billings	(\$8,318)	(\$95,442)	(\$114,736)	\$283,243	\$302,398	\$302,111
<i>Total</i>	<i>\$3,008,619</i>	<i>\$2,952,669</i>	<i>\$3,078,370</i>	<i>\$3,575,552</i>	<i>\$3,591,463</i>	<i>\$3,441,697</i>
FTEs		21.50		22.50	22.50	21.48

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Provide for the efficient and cost-effective design, construction, operation and maintenance of transportation infrastructure to provide safe and reliable service, protect taxpayers' investment, reduce our impact on climate change, foster economic growth and improve the quality of life for our residents, businesses and visitors. A focus of our transportation work is to assure that residents and businesses have a diverse, integrated network of transportation options for pedestrians, bicyclists, public transportation, and motor vehicles.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Division Management and Administration	20	Plan, direct and implement City public works design, construction, operations and maintenance. Provide technical engineering advice and recommendations to City officials. Oversee division personnel, budgeting, financial management, asset management, ROW management and permitting, public information and community engagement, inter-departmental planning and coordination, Board and Commission support and related administrative and technical activities.
Design and Project Management	15	Planning, design and project management for new and reconstructed transportation infrastructure for pedestrians, bicyclists, and vehicles. Infrastructure inspection, condition asset and rating. Includes on- and off-streets facilities, sidewalks, terrace, medians, and bridges.

Private Development	18	Review plans for private development. Coordinate developer activities for all work that occurs in public right-of-way. Includes writing developer agreements, coordinating with other City agencies, obtaining sureties, etc. Design and inspect infrastructure improvements to assure they are constructed per City standard specifications.
Public Works Construction Inspection	32	Manage construction of Public Works projects to assure construction complies with plans and specifications. Oversee day-to-day construction activities from pre-bid meeting to warranty closeout. Review and respond to RFIs and change order requests. Track quantities and authorize partial and final payments. Prepare as-builts. Perform preliminary surveys, construction staking, and as-built surveys.
Operations and Maintenance	12	Perform snow and ice control for City streets, park and ride lots, bus stops and bicycle facilities; bridge, median and sidewalk maintenance and repairs; site work and underground construction for in-house facilities projects.
Environmental Remediation	2	Perform Phase 1 and 2 site assessments. Provide technical assistance in clean-up negotiations. Attend public hearings and information meetings. Respond to questions from public, contractors, developers and alders. Apply for and manage logistics of US EPA and WIDNR grants.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-149,766

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	1100	(\$105,086)	Reallocation of Permanent Wages Across Funds
Benefits	1100	(\$40,339)	Fringe Benefits Changes due to Reallocations
Total		(\$145,425)	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. The result of these reallocations is a savings of \$174,690 in our general fund budget request. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

Therefore, the reductions made possible by these reallocations are included in the base budget which is \$157,234 below target. We have submitted a proposed \$78,578 reduction to get us a net general fund budget of 5% lower than target.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? Yes

Type	Fund	Amount	Description
Overtime	1100	\$0	
Premium Pay	1100	\$0	
Hourly	1100	\$13,438	Adjustment consistent with past experience
Total			

\$13,438

Explain the assumptions behind the requested funding.

Based on past experience

What is the justification behind the increased funding?

Need sufficient seasons to meet service level demands.

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1100	47190	\$45,000	Increase in reimbursements from developers for private development related MMSD/CARPC plan reviews (offsets increase in Purchased Services)

Explain the assumptions behind the change to budgeted revenue.

Based on past experience

What is the justification behind the proposed change?

More reflective of recent experience

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	54000	\$45,000	Increase in private development related MMSD/CARPC plan reviews (reimbursed by additional revenue above.)

Explain the assumptions behind the requested funding.

Based on past experience.

What is the justification behind the increased funding?

More reflective of recent experience.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Mobility is critical to access to economic opportunity. Poor condition of roads, bike paths, and sidewalks as well as a lack of transportation choices can hinder our residents mobility. Our focus is on improving road, sidewalk, and bike path conditions as well as increasing transportation mode access in an equitable manner. This means that projects are selected based on need rather than simply allocating them geographically. This results in a more equitable transportation network that increases residents' access to economic opportunity.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Most of the planned projects are in or adjacent to environmental justice areas where a higher percentage of Black, Indigenous and People of Color and people with lower incomes reside.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have locations mapped using the American Community Survey data to identify areas with higher percentages of Black, Indigenous and People of Color as well as higher percentages of people with lower incomes. We also have engineering staff represented in each Neighborhood Resource Team.

Lastly all projects have public information meetings and updated specific project websites to gain input from the neighborhood. Their collective input is both to help select projects and then modify projects as they are being designed.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

CDA, Metro Transit, Parks, Planning, Traffic Engineering, UW, WisDOT, and various community partners impacted by specific projects (eg NRTs, neighborhood associations, HoChunk Nation, etc.) Each project has a public information meeting to gain input as well as staff contacts listed on project websites.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

NRT and Public Information meetings; keep project websites updated with accurate information and staff contacts; social media.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Input from our community and government partners was factored into projects included in our capital budget request. This operating budget request provides the necessary resources to implement those projects.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$78,578

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

\$78,578

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Median landscape maintenance	78,578	Remove plantings from medians and replace with concrete, low-mow fescue, or turf depending on type of surface in abutting areas.
Total	\$78,578	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$78,578	Landscaping
Agency Billings		
Total	\$78,578	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Parks currently mows the areas adjacent and around planting beds that will ne converted to turf andlow-mow fescue

Describe why the proposed reduction was chosen.

Minimal impact on service level.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Median planting beds are aesthetically pleasing to residents, businesses, and visitors. Medians selected for conversion are located throughout the City to assure that the impact was not borne by any individual neighborhood.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Create Infrastructure Employment and Training Program	117400	Create a program using the GreenPower model to bring annual Citywide Sidewalk Installation and Repair program in-house to provide employment and training opportunity and increase diversity in infrastructure construction trades and provide a pathway to permanent City employment.
Total	117,400	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	82,000	Wages and fringe benefits
Non-Personnel	35,000	Materials and supplies; vehicles and equipment for start-up.
Agency Billings	400	Fleet
Total	117,400	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The above costs are for planning and start-up activities to be completed in 2022 and funded through the general fund operating budget.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Starting in 2023 we project annual on-going costs of \$500,000 with 40% being funded through existing capital funding and assessments for sidewalk construction and 60% being funded by increases in the sewer and stormwater utility budgets to provide for sanitary and storm repairs.

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

Yes

If yes, which agencies? HR - hiring process for new position. Fleet - maintenance of vehicles and equipment required to su

Describe why the proposed increase is critical.

The cost for sidewalk construction under the annual Citywide Sidewalk Installation and Repair is 2 times that on other contracts. Bringing this work in-house will not save the City any money but it will increase diversity in the construction trades.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Engineering

SELECT YOUR AGENCY'S SERVICE:

Facilities Management

SERVICE NUMBER:

403

SERVICE DESCRIPTION:

This service is responsible for the design and project management of City-owned facilities, including supervision of remodeling and construction projects. The goal of this service is to implement projects that decrease energy use, conserve water, use renewable sources of energy, and provide high quality facilities.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$603,827	\$797,944	\$635,682	\$494,508	\$500,697	\$518,894
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$603,827</i>	<i>\$797,944</i>	<i>\$635,682</i>	<i>\$494,508</i>	<i>\$500,697</i>	<i>\$518,894</i>
<i>Budget by Major</i>						
Revenue	(\$1,100)	\$0	(\$3,325)	\$0	\$0	\$0
Personnel	\$567,723	\$767,662	\$594,204	\$458,221	\$466,197	\$480,992
Non-Personnel	\$25,105	\$22,160	\$21,327	\$24,315	\$22,528	\$14,430
Agency Billings	\$12,099	\$8,122	\$23,476	\$11,972	\$11,972	\$23,472
<i>Total</i>	<i>\$603,827</i>	<i>\$797,944</i>	<i>\$635,682</i>	<i>\$494,508</i>	<i>\$500,697</i>	<i>\$518,894</i>
FTEs		5.80		3.80	3.80	3.80

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Through the design and construction of new and remodeled facilities that decrease energy use, conserve water, and use renewable energy.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Project Management and Design	65	Provide space needs assessment and planning, site selection and analysis, design, procurement, and construction. Develop project budgets, schedules and manage risk. Work closely with client agency to understand specific needs so the end results meets client needs. Engage community members and other stakeholders to assure that public facilities meet their needs and are welcoming and accessible to all members of our community.
Construction Management	20	Manage construction portion of the project to assure it is constructed per plans and specifications. Review submittals and shop drawings. Oversee day-to-day operations from pre-construction through punch list. Review and respond to RFIs, construction bulletins and change order requests.
Energy	15	Identify opportunities for energy savings and self-generation of renewable energy. Perform site

assessments, cost estimating and design. Oversee and perform commissioning activities associated with new and remodeled facilities. Oversee and perform retro-commissioning for existing facilities. Develop enhancements to Building Automation System control strategies to optimize building performance.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1100	\$18,224	Reallocation of Permanent Wages Across Funds
Benefits	1100	(\$1,445)	Fringe Benefits Changes due to Reallocations
Total		\$16,779	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. The result of these reallocations is a savings of \$174,690 in our general fund budget request. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

Therefore, the reductions made possible by these reallocations are included in the base budget which is \$157,234 below target. We have submitted a proposed \$78,578 reduction to get us a net general fund budget 5% lower than target.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The design and construction of new facilities to serve Madison's growing population is important to the City providing equitable service to all members of our community. Replacement of building systems and components protects our citizens' investment by maximizing the useful life of the City's existing building facilities. A primary focus for this work is to reduce barriers to building access, increase user comfort, and address energy efficiency needs.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	City agencies occupying individual facilities and the residents and businesses to whom they provide services and utilize their facilities.
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	We work closely with the owner agencies to design and construct new and upgrade existing facilities to meet their needs. Community partners involved vary on the type and use of facility.
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	All City agencies and the residents and businesses that they serve.
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.	No
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?	Communication with the Owner agency is primarily through zoom design meetings. Other forms of communication include telephone calls, emails, surveys, and similar forms of communication. Onsite meetings are often required for final resolutions. A variety of community engagement methods are used, including email communication, community meetings, postcard mailings, attendance at Neighborhood Resource Team meetings and Public Information Meetings, attendance at special events, on-line surveys, social media posts and on-site interviews. The methods employed depend on the project's scale and scope and outreach resources available.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		

Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Engineering

SELECT YOUR AGENCY'S SERVICE:

Facilities Operations & Maintenance

SERVICE NUMBER:

404

SERVICE DESCRIPTION:

This service is responsible for the maintenance and operational oversight of City-owned facilities including: the Madison Municipal Building (MMB), the Fairchild Building, five district police stations, the police training center, 14 fire stations, Fire admin offices, seven Public Works facilities, the Madison Senior Center, eight parking ramps, two leased facilities, the temporary homeless shelter at First Street, and various storage buildings. The goals of this service are to 1) improve the operational efficiency of the facilities by implementing energy savings components to the scheduled facility improvements and 2) optimize municipal investment by increasing the useful life of the City's facilities.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund						
General-Net	\$172,985	\$294,701	(\$29,708)	\$73,854	\$180,341	\$123,111
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$172,985	\$294,701	(\$29,708)	\$73,854	\$180,341	\$123,111
Budget by Major						
Revenue	(\$200,977)	(\$239,000)	(\$206,420)	(\$202,000)	(\$202,000)	(\$202,000)
Personnel	\$1,728,946	\$1,774,294	\$1,484,525	\$1,564,005	\$1,695,868	\$1,637,448
Non-Personnel	\$376,353	\$434,686	\$346,947	\$437,163	\$405,921	\$398,211
Agency Billings	(\$1,731,338)	(\$1,675,279)	(\$1,654,760)	(\$1,725,314)	(\$1,719,448)	(\$1,710,548)
Total	\$172,984	\$294,701	(\$29,708)	\$73,854	\$180,341	\$123,111
FTEs		18.72		19.22	20.22	19.60

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

- o Operate and maintain facilities to maximize energy efficiency.
- o Install new systems and components with a focus on energy efficiency.
- o Install PV systems on City facilities through GreenPowerSolar Installer training program.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Cusodial Services	50%	Provide green cleaning service for Engineering Operations Facility, Madison Municipal Building, 5 district police stations, police training facility, and Fire Admin.
Preventive Maintenance and Repairs	25%	Perform scheduled preventive maintenance and repair of building systems and components, to assure reliable operation, maximize energy efficiency, and protect taxpayers investment by maximizing useful life.
Upgrades, Retrofits, and New Installations	10%	Install new components and systems with an emphasis on energy efficiency.
Service Requests	2.5%	Respond to customer service requests.
GreenPower Solar Installer Training Program	10%	

Install PV systems on City facilities while providing employment and training.

System Administration

2.5%

Manage and administer Computerized Maintenance Management System and Access Control System. Provide training and technical assistance to users.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-\$57,230

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	1100	(\$62,405)	Reallocation of Permanent Wages Across Funds
Benefits	1100	(\$16,785)	Fringe Benefits Changes due to Reallocations
Total		(\$79,190)	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. The result of these reallocations is a savings of \$174,690 in our general fund budget request. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

Therefore, the reductions made possible by these reallocations are included in the base budget which is \$157,234 below target. We have submitted a proposed \$78,578 reduction to get us a net general fund budget 5% lower than target.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	1100	\$12,920	Landscape maintenance at City facilities
Total		\$12,920	

Explain the assumptions behind the requested funding.

Based on past experience

What is the justification behind the increased funding?

More reflective of recent experience

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The role of Facilities Operations & Maintenance is primarily to support other agencies and departments in performing their duties by ensuring they have the facilities they need to provide services to our residents and businesses. The proposed budget maintains that ability.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All citizens benefit by the services provided from the buildings maintained by Facilities Operations & Maintenance.

In addition, the Facilities Maintenance & Operations group is where Engineering's Green Power solar job training program is housed. Now in its 6th year, this is a program designed to give job training and opportunities in the electrical trades to non-traditional candidates that may not otherwise have opportunities in this field. This program provides a direct benefit to these employees every year, as well as a direct benefit to the City and our citizens.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All citizens benefit by the services provided from the buildings maintained by Facilities Operations & Maintenance.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Our City agency customers include Building Inspection, CDA, Community Development, Economic Development, Engineering, Fire, Fleet, Human Resources, IT, Library, Parking Utility, Planning, Police, Public Health, Streets, Transportation, and Traffic Engineering.

We have worked with a variety of community groups to better our hiring processes and increase our diversity, particularly in the skilled trades. We have worked with Common Wealth Development, Latino Academy of Workforce Development, Madison Urban League, Operation Fresh Start, WRTP/Big Step to increase our outreach for hiring new employees. Representatives from these organizations have provided invaluable assistance to us by participating on Equitable Hiring Tool teams and interview panels and hosting job fairs and job informational meetings. Their input has resulted in us updating position

descriptions, testing and interview processes and increasing our outreach into the community. These efforts are ongoing.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We maintain robust communications through a wide variety of channels - website; podcasts; social media; phone; and publicly accessible counters.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
	500000	Expands the GreenPower program by funding a third crew (one new permanent Electrician position, one new LTE position, and one hourly position) through the Engineering Energy Improvements capital program. The full cost of these positions will be funded through available funding in the capital budget.
Total	500,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	185,000	Wage and Benefits
Non-Personnel	315,000	Materials and Supplies
Agency Billings		
Total	500,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The full cost of this supplemental request will be funded through available funding in the Engineering Energy Improvements program in the capital budget.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Funding is included in the CIP for the next 5 years to cover the ongoing costs of this supplemental request.

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

If yes, which agencies?

Describe why the proposed increase is critical.

We have been experiencing difficulty getting bids for PV and lighting upgrade projects through the public works contracting process. Getting these projects completed on schedule is critical to work towards meeting the City's 2030 renewable energy goals. These projects also reduce the City's electricity costs.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Engineering

SELECT YOUR AGENCY'S SERVICE:

Mapping & Records

SERVICE NUMBER:

402

SERVICE DESCRIPTION:

This service provides oversight for new subdivisions, land divisions, conditional use permits, parking lot plans, applications for building permits, legal land descriptions, mapping and surveying services for land acquisitions, land disposals, street rights-of-way issues, street vacations, and other requested land record services required to support the maintenance, acquisition or disposal of City of Madison real estate. The service also maintains the City's Official Map, Assessors' Parcel Maps, Fire Department Run Maps, Police Sector Maps, storm sewer records, storm water utility records and billings, sanitary sewer records, public land survey monument records and assigns street names and addresses, and conducts aerial imagery projects to provide digital imagery and electronic mapping to both internal and external customers. The goal of this service is to protect the land interests of the City of Madison and to accurately maintain the City's official maps.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$437,287	\$460,204	\$459,084	\$442,037	\$443,742	\$475,307
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$437,287</i>	<i>\$460,204</i>	<i>\$459,084</i>	<i>\$442,037</i>	<i>\$443,742</i>	<i>\$475,307</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$404,269	\$438,017	\$434,018	\$421,010	\$422,715	\$456,407
Non-Personnel	\$29,067	\$19,537	\$20,947	\$17,027	\$17,027	\$14,750
Agency Billings	\$3,951	\$2,650	\$4,119	\$4,000	\$4,000	\$4,150
<i>Total</i>	<i>\$437,287</i>	<i>\$460,204</i>	<i>\$459,084</i>	<i>\$442,037</i>	<i>\$443,742</i>	<i>\$475,307</i>
FTEs		3.51		3.51	3.51	3.65

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Data and mapping service provide for orderly and efficient operation and maintenance of City's landbase, facilities, and infrastructure assets.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Land Management	50%	Provide land management support services to City agencies and private developers including: <ul style="list-style-type: none"> o Plan review (plats, CSMs, site development, condominiums, etc.). o Support services for Office of Real Estate services. o Land rights acquisition coordination via eminent domain. o Street discontinuation and vacations. o Corporate boundaries, annexations, attachments, and detachments. o Street naming and addressing, address validation. o Public Land Survey System (PLSS) and GPS base station hosting and maintenance.
	30%	

Official Map		Maintain official City map per requirements of MGO 16.25.
GIS	20%	<p>Create and maintain land base, parcels, easements and ROW assets (e.g. streets, curblines, bike paths, bridges, medians, etc.) in GIS for use in assets and work order management.</p> <p>Maintain citywide GIS viewer system.</p> <p>Manage orthophotography and LiDar for citywide usage.</p> <p>Fulfill requests for data, analysis, and maps.</p> <p>Provide public access to Engineering data via City's open data portal.</p>

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="1100"/>	<input type="text" value="\$25,403"/>	Reallocation of Permanent Wages Across Funds
Benefits	<input type="text" value="1100"/>	<input type="text" value="\$7,743"/>	Fringe Benefits Changes due to Reallocations
Total		<input type="text" value="\$33,146"/>	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. The result of these reallocations is a savings of \$174,690 in our general fund budget request. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

Therefore, the reductions made possible by these reallocations are included in the base budget which is \$157,234 below target. We have submitted a proposed \$78,578 reduction to get us a net general fund budget 5% lower than target.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Preserving and mapping the City's property rights and infrastructure is critical to the provision of equitable City services. These mapping products are the backbone for the provision of efficient and effective city services for all residents. They are used to route emergency services, plan efficient routing for city services (e.g. trash/recycling collection, snow and ice control, mowing, etc.), schedule and track preventive maintenance activities (e.g. sanitary sewer cleaning, storm structure cleaning, greenway vegetative maintenance, landfill monitoring and maintenance, facilities maintenance, etc.), repairs (e.g. sanitary and storm sewer, sinkholes, etc.); and respond to resident concerns (eg sewer back ups, flooding, dead animals, etc.).

- | | |
|---|--|
| <p>a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?</p> | <p>City agencies such as Assessor, Fire, Planning, Police, and Public Works agencies, Police, Streets, and Transportation; Dane County 911; private developers and surveyors; city residents and businesses; and internal Engineering staff.</p> |
| <p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>This is primarily an internal service which supports Engineering project design and construction and on-going operations and maintenance as well as other agencies delivery of services. Input is received from these various parties on a project/service basis.</p> |
| <p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>City Assessor, Fire, IT, Planning, and Police; Dane County Land Information Office and 911 Dispatch Center; WisDOT; private sector developers and surveyors. We work closely with all partners to meet our collective needs.</p> |
| <p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.</p> | <p>No</p> |
| <p>e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?</p> | <p>Meetings, phone, email, website updates.</p> |

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Finance**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	3,945,645	4,175,833	4,091,039	3,744,979	4,000,089	4,000,091
TOTAL	\$ 3,945,645	\$ 4,175,833	\$ 4,091,039	\$ 3,744,979	\$ 4,000,089	\$ 4,000,091

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Accounting	2,095,230	2,136,555	2,092,038	2,024,497	2,202,522	2,202,524
Budget & Program Evaluation	627,199	683,485	798,822	547,381	625,994	625,995
Risk Management	8,274	-	7,714	-	-	-
Administrative Support	488,602	506,371	477,661	498,408	485,562	427,162
Treasury	726,341	849,422	714,805	674,694	686,011	686,011
Internal Audit	-	-	-	-	-	58,400
TOTAL	\$ 3,945,645	\$ 4,175,833	\$ 4,091,039	\$ 3,744,979	\$ 4,000,089	\$ 4,000,091

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(2,935)	-	-	-	-	-
Misc Revenue	(15,000)	(15,000)	(15,000)	(31,500)	(31,500)	(31,500)
Transfer In	(400,000)	(400,000)	(53,306)	(370,000)	(370,000)	(370,000)
TOTAL	\$ (417,935)	\$ (415,000)	\$ (68,306)	\$ (401,500)	\$ (401,500)	\$ (401,500)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	3,075,810	3,372,713	3,103,924	3,270,102	3,372,538	3,372,538
Benefits	927,395	914,348	864,402	936,784	993,298	993,298
Supplies	134,687	133,175	127,990	123,675	123,675	123,675
Purchased Services	954,078	991,784	884,217	961,741	1,057,903	1,057,903
Inter Depart Charges	9,010	10,987	10,987	9,511	9,511	9,511
Inter Depart Billing	(737,400)	(832,174)	(832,175)	(1,155,334)	(1,155,336)	(1,155,334)
TOTAL	\$ 4,363,580	\$ 4,590,833	\$ 4,159,346	\$ 4,146,479	\$ 4,401,589	\$ 4,401,591



Finance Department

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Accounting Services Manager
Patricia A. McDermott, CPA

Budget & Program Evaluation Manager
Christine Koh

Risk Manager
Eric Veum

Treasury & Revenue Manager
Craig Franklin, CPA

Date: July 9, 2021

To: Mayor Satya Rhodes-Conway

From: David Schmiedicke
Finance Director

Subject: Finance Department 2022 Operating Budget Transmittal Memo

Major Goals

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 2022 are listed below.

Accounting Services – Implementation of Governmental Accounting Standards Board (GASB) Standard 87 related to tracking and reporting of leases held by the city; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including utility billing and bid central/vendor self-service, as well as a major upgrade of MUNIS; 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 implementation.

Budget and Program Evaluation – Reengagement of agencies toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative, including identifying a pilot agency in 2022 and restructuring its chart of accounts to reflect the services it provides to residents; American Rescue Plan Act implementation and reporting (with Accounting Services); continued Data Governance efforts, including an administrative policy memorandum (APM) defining data management practices for city agencies; supporting city-wide data projects, including those with an equity focus.

Risk Management and Administrative Services – Safety monitoring in the aftermath of COVID and phased return to work throughout the city; continued support of elections by the Administrative Support Team; and personnel transitions on the Document Services team

Treasury Services – Implementation of a new tax system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; and enhancement of room tax internal controls.

Internal Audit Services – Creation of a new service to restart and refocus the department’s internal audit responsibilities. An Internal Audit Manager position has been created from an existing vacancy, with additional staff to be identified through reallocation of staff resources and realignment of department activities.

COVID Recovery

COVID demonstrated the capabilities of fully on-line work. Fewer paper documents (e.g., budgets, financial statements, etc.) need to be produced. Training and conferences can be conducted and attended via remote options. Contracts can be approved through on-line workflow processes. The department will be supporting efforts to allocate, track and report on the federal American Rescue Plan Act programs.

2022 Request & Equity

Equity in City Contracting -- Accounting/Purchasing has been engaged in a cross-agency team effort to improve participation by minority/women/disadvantaged businesses in city contracts. Purchasing guidelines were updated to increase awareness by agencies of these vendors and to require greater efforts by agencies to engage these vendors in purchasing processes. Data integration between MUNIS and DCR databases continues in order to establish baseline data points and tracking over time.

Results Madison -- The restart of Results Madison will move the city’s budget to an outcomes orientation over the next 5 years. This approach was first incorporated into city goals in 2013 through the Racial Equity and Social Justice Initiative (RESJI) resolution. Combining better data governance with a budget focused on performance and results will help to address the city’s overall equity goals.

High School Intern Programs – The Data Team initiated a project in cooperation with the Madison Metropolitan School District to hire high school students to work on data projects, with a particular focus on black, indigenous and people of color (BIPOC) students. This project has been very successful and the program will be expanded to other service areas of the department in 2022.

2022 Request & Sustainability

The Finance Department supports sustainability through the contracting process, efforts to move documents and processes on-line, and budget and financial analyses of sustainability measures.

Major Changes in 2022 Operating Request

A new service for internal audit activities is proposed. The new Internal Audit Manager position will be transferred to this service. This position was recently reclassified using a vacancy due to a retirement. The department will look for other reallocation opportunities to further build out the staffing for this high priority activity.

July 9, 2021

Page 3

Summary of Reductions

The Finance Department made significant permanent reductions in the 2021 budget, including process changes to reduce overtime in Treasury and less funding for data interns. For 2022, currently vacant positions or vacancies due to anticipated retirements are proposed to be eliminated to meet reduction targets. Elimination of these positions will have significant impacts on department services and are not recommended. A Document Services Specialist position will be hired at a lower range than the previous incumbent. This reduction will not impact department services

1. Document Services Specialist 2 hired as Document Services Specialist 1 (Risk and Administrative Support Services)
2. Administrative Support Clerk 2 (Risk and Administrative Support Services)
3. Accounting Technician 3 (Accounting Services)
4. Internal Audit Manager (Internal Audit Services – new)

Optional Supplemental Request

The Finance Department is requesting \$54,450 to fully fund the reclassification of a vacant Administrative Support Clerk position to a new Internal Audit Manager position. This will allow the position to be staffed in January 2022. Without this funding, the position will be filled in mid-2022. Internal audit is a key service for the city. The department engaged Baker Tilly to conduct a thorough review of risks and make recommendations on internal audit activities. That review was completed in February 2020 and provided a comprehensive outline for a new city internal audit service. A vacant department position has been reclassified to lead a new Internal Audit service in the department that will be further staffed through reallocation of positions as they become vacant, with affected department activities realigned or reduced commensurately.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Accounting

SERVICE NUMBER:

151

SERVICE DESCRIPTION:

This service is responsible for the accounting, payroll, and procurement operations of the City of Madison. The service develops and maintains accounting-related internal controls, oversees the annual financial statement and audit preparation, and develops, coordinates and implements the City's accounting and financial reporting systems. The goal of the service is to mitigate risk for financial losses and to ensure adherence to Generally Accepted Accounting Principles and Governmental Accounting Standards Board Statements.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,524
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,524
<i>Budget by Major</i>						
Revenue	(\$137,016)	(\$137,016)	(\$35,463)	(\$144,365)	(\$144,365)	(\$144,365)
Personnel	\$2,064,095	\$2,211,290	\$2,068,360	\$2,154,526	\$2,236,429	\$2,236,429
Non-Personnel	\$601,690	\$587,286	\$584,146	\$604,454	\$700,578	\$700,578
Agency Billings	(\$433,539)	(\$525,005)	(\$525,006)	(\$590,119)	(\$590,119)	(\$590,119)
Total	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,523
FTEs		20.05		21.04	21.22	21.22

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Safeguard assets, oversee financial reporting compliances and external audits, administer the ERP system solution, and payroll/benefit activities.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Accounting	57	Responsible for overseeing, approving, and processing financial transactions according to GAAP and GASB reporting standards. Comprehensive Annual Financial Report and liaisons to external audit teams. Ensure debit and arbitrage compliance for the governmental funds including payments for debt service principal and interest. Administer Tyler MUNIS city-wide.
Payroll Accounting	19	Processing bi-weekly payroll, approving time entry batches for agency staff. Assisting HR staff to administer benefits and annual enrollments. Administers the Tyler MUNIS Employee Self Service portal.
Procurement and Contracting	23	Procurement and Contracting

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Accounting provides a core service to all City agencies by leading accounting, payroll, and procurement operations for the City. One area where the service is advancing racial equity and social justice goals is by engaging a cross-agency team to improve participation by minority/women/disadvantaged businesses in city contracts. Purchasing guidelines were updated to increase awareness by agencies of these vendors and to require more participation by these vendors. Data integration between MUNIS and DCR databases continues in order to establish baseline data points and tracking over time.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? See above.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? See above.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? See above.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. No
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? See above.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Accounting		Allocate the work responsibilities amongst other accounting staff. May cause other personnel related OT, delays in responding to third parties, longer approval and processing times for accounts payable and special assessments. May experience internal control related issues given a lack of segregation of duties for the expenditure cycle (accounts payable).
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$83,738	Reduction of 1 FTE totaling \$83,738 for salaries and benefits
Non-Personnel		
Agency Billings		
Total	\$83,738	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years? No ▼

Does the proposed reduction result in eliminating permanent positions? Yes ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Yes ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Work responsibilities will need to be re-allocated to other continuing employees to absorb-may cause overtime and/or response delays to customers in particular for ambulance and special assessment related invoices, or amounts due to the City.

May cause delays responding to invoice inquiries via phone and email. Additionally, vendors may see service related reductions for processing vendor payments and banking related updates.

Potential impacts include: Major ambulance conveyance and special assessment service level reductions in responding to inquiries such as customer invoices and title companies. Delays with final approvals and general ledger postings related to purchasing card transactions city-wide. Reductions in service level for accounts payable related activities such as printing, voiding vendor checks, and vendor payment master table updates. Will need to allocate timekeeping, records management (including "Open Records Requests") and unclaimed property reporting responsibilities to another service area within the department. May cause over-time within the other accounting services areas.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Administrative Support

SERVICE NUMBER:

154

SERVICE DESCRIPTION:

This service provides clerical and office services to City agencies. In addition to the Administrative Support Team staff who are assigned to various City agencies to assist with both special projects and day-to-day operations, a centralized Document Services Unit provides confidential word processing services, as well as software support to City agencies, application conversion, website administration, and assistance with agency budget preparation. This Unit develops and prepares newsletters and brochures, complex financial schedules, database management, routine documents, and can provide Braille output of a variety of documents upon request.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$8,580)	\$0	\$0	
Personnel	\$460,253	\$483,217	\$459,730	\$483,812	\$470,966	\$412,566
Non-Personnel	\$34,622	\$27,665	\$31,022	\$27,367	\$27,367	\$27,367
Agency Billings	(\$6,273)	(\$4,511)	(\$4,511)	(\$12,771)	(\$12,771)	(\$12,771)
Total	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
FTEs		6.24		6.24	6.15	5.15

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The Administrative Support Team and Document Services advances the Effective Government by assisting departments and reducing the need for additional staff in individual departments.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administrative Support Team	60%	Centralized team that provides administrative support to City agencies upon request.
Document Services	40%	Provides assistance to City agencies in document presentation, database management, and website administration.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

Transfer position 3681 to Internal Audit

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

None

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Yes

Type	Fund	Amount	Description
Perm Wages	1100	(\$44,608)	Position 3681 transferred to Internal Audit
Benefits	1100	(\$13,781)	Position 3681 transferred to Internal Audit
Total		(\$58,389)	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

This is a vacant position. The FTE is needed for the new Internal Audit Service.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Revenue

Are you proposing a change to the service's budgeted revenue?

 ▾

Are you proposing an increase or a decrease to the budgeted revenue?

 ▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

N/A

Non-Personnel

Are you requesting additional non-personnel funding for this service?

 ▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to

answer this question:

We are not proposing any changes.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

N/A

N/A

N/A

N/A

N/A

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$200,005

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

\$133,259

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$133,259	Remove Admin Support Clerk 1 position for entire year. Remove Admin Support Clerk 2 position for 2/3 of year. Reduce current Doc Services Worker 2 position to a Doc Services Worker 1 position for entire year.
Non-Personnel		
Agency Billings		
Total	\$133,259	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

1.67

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

All City agencies can utilize the positions being eliminated.

Describe why the proposed reduction was chosen.

One position is currently unfilled and the other will be opened due to a retirement.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Service provided by the Administrative Support Team and Document Services will be impacted and provided on a reduced level. Impact can be reduced by not eliminating the positions.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	\$Amount	Description
	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Budget and Program Evaluation

SERVICE NUMBER:

152

SERVICE DESCRIPTION:

This service is responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. The service performs financial, compliance and performance reviews of City agencies, and supports city-wide efforts to coordinate, manage and use data effectively in support of racial equity, social justice, and performance goals. The goal of the service is to continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for the development of the 2022 budget, execute projects as part of the Data Management work plan, and execute data projects as part of an annual research agenda.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$627,199	\$683,485	\$798,822	\$547,381	\$625,995	\$625,995
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$627,199</i>	<i>\$683,485</i>	<i>\$798,822</i>	<i>\$547,381</i>	<i>\$625,995</i>	<i>\$625,995</i>
<i>Budget by Major</i>						
Revenue	(\$277,984)	(\$277,984)	(\$22,599)	(\$257,135)	(\$257,135)	(\$257,135)
Personnel	\$866,510	\$973,516	\$823,738	\$940,436	\$1,019,050	\$1,019,050
Non-Personnel	\$107,287	\$44,359	\$54,088	\$55,459	\$55,459	\$55,459
Agency Billings	(\$68,614)	(\$56,406)	(\$56,406)	(\$191,380)	(\$191,380)	(\$191,380)
<i>Total</i>	<i>\$627,199</i>	<i>\$683,485</i>	<i>\$798,821</i>	<i>\$547,380</i>	<i>\$625,994</i>	<i>\$625,994</i>
FTEs		7.03		9.03	9.03	9.03

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Imagine Madison calls for City services to be transparent and accountable (Strategy #7). This service is focused on improving the ways the City is leveraging data in order to make decisions and allocate resources in the City's budget. Staff in this service collaborate with all city agencies through the development of the annual Operating and Capital budgets, perform financial analysis to assess the impact of policy and operational decisions, and lead and support data projects. In 2022, staff will continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for the 2023 budget as a part of Results Madison, and execute projects as part of the Data Management workplan.

This team is also focused on incorporating the ways in which equity tools are used to develop the City's budget and establishing Citywide data standards with a focus on disaggregating data wherever possible.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Operating and Capital Budget Development	35	Facilitate all phases of the budget planning process including: forecasting budget trends for the upcoming year, facilitating the agency proposal process, establishing Finance Recommendations for the Executive Budget, and drafting amendments to Executive Budget.
Budget Monitoring	10	Conduct quarterly projections to monitor actual expenditures and revenues against the Adopted Budget. This work effort allows City policymakers and Managers to make necessary adjustments throughout the year based on actual budgetary trends. This work also ensures the City remains compliant with the State Expenditure Restraint program.

Legislative Fiscal Analysis	10	Perform fiscal analysis on all legislation introduced to the Common Council.
Data Management	35	Serve as staff to the City's data management team, lead efforts around citywide data visualization and collection, and convene data users from City departments. Projects in 2021 included developing a citywide data governance APM and guide, maintaining the City's COVID-19 dashboard, and completing the Bloomberg What Works Cities Certification process.
Ad Hoc Data Projects	10	Perform ad hoc research at the request of policy makers and agencies. In 2021 this work has been focused on completing the following projects: fare free transit analysis; Crisis Response Team evaluation; Budget and Transparency Dashboard; pay equity analysis; and health strategies development.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select... ▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The budget and program evaluation team provides a core service to all City agencies by leading the development of the annual operating and capital budgets, supporting financial and policy analysis, and leading city-wide data initiatives. Although our team does not provide direct services or programming to residents, we are advancing the Racial Equity and Social Justice (RESJ) through our collaborations with City agencies. Examples of how the Budget and Program Evaluation team's work has an impact on BIPOC residents and residents with other marginalized identities include: 1) integrating racial equity and social justice questions in the budget development process, 2) supporting the planning and monitoring of federal COVID-19 relief funding with a focus on equity, 3) participating in a City Budgeting for Equity and Recovery initiative to develop strategies to increase homeownership among the City's Black residents; and 4) supporting data analysis needs related to Racial Equity and Social Justice initiatives.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The primary beneficiaries of the team's work is other City agencies. The financial, policy, and data analyses conducted by this team can be a key input for decision makers to design policies and programs that advance RESJ goals.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Budget and Program Evaluation team strives to be transparent and accountable to the public. We are developing a budget transparency dashboard and have a robust public facing website to explain the budget process to the public. We have not directly engaged BIPOC residents or residents with other marginalized identities to understand their perspective or how we can make the budget more accessible, but this is an area we would like to explore in the upcoming year.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

As mentioned above, our service impacts every City agency. By partnering with the Department of Civil Rights and integrating the RESJ section into the capital and operating budget proposals in 2022, we are supporting city-wide efforts to prioritize RESJ initiatives in all decision making.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

n/a

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue building out our website and dashboard to increase public engagement with the budget. In 2022, we plan to explore new ways to engage stakeholders and increase public engagement with the budget.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Internal Audit

SERVICE NUMBER:

156

SERVICE DESCRIPTION:

This service is responsible for developing and administering the City's comprehensive internal audit program including internal control systems, program and performance accomplishments of city agencies and determining if agencies carried out policies directed or approved by the Common Council.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$58,400
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$0	\$0	\$0	\$0	\$0	\$58,400
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$0	\$0	\$0	\$58,400
Non-Personnel						\$0
Agency Billings						\$0
Total	\$0	\$0	\$0	\$0	\$0	\$58,400
FTEs						1.00

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

Serves as a steward of the city's resources and ensures public funds are collected and used according to federal and state laws and local ordinances.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Internal Audit	100%	Plan, supervise and perform internal audits to assess the effectiveness of the city's internal controls. Perform the internal audits in accordance with an annual audit work plan presented to and approved by the Finance Committee. Prepare audit risk assessment plans to ensure legal and procedural requirements are met to ensure the financial accountability of city departments.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$58,400

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

New service. Personnel funding is transferred from a vacant position in the Admin Services service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Yes

Type	Fund	Amount	Description
Perm Wages	1100	\$44,600	Internal Auditor
Benefits	1100	\$13,800	Internal Auditor
Total		\$58,400	

Explain the assumptions behind the allocation change.

Personnel funding is transferred from a vacant position in the Admin Services service.

What is the justification behind the allocation change?

New service.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$200,005

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Internal Audit	54450	The C2C budget includes funding for the Internal Audit position for half a year. This request would fund the position for a full year.

Insert item

Total	54,450	
--------------	--------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	54,450	Internal Auditor
Non-Personnel		
Agency Billings		
Total	54,450	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The increase would be ongoing.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)? No

If yes, which agencies?

Describe why the proposed increase is critical.

The department engaged Baker Tilly to conduct a thorough review of risks and make recommendations on internal audit activities. This position will manage the internal audit function.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Risk Management

SERVICE NUMBER:

153

SERVICE DESCRIPTION:

This service is responsible for administration of the City's general liability, auto liability, property and other miscellaneous insurance programs, and acts as the liaison between the City and the Wisconsin Municipal Mutual Insurance Company (WMMIC). Risk Management also monitors the insurance requirements of City contracts and investigates the appropriateness of claims against the City. Risk Management is also responsible for the implementation, administration and continued enhancement of the City Safety and Worker's Compensation programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$8,274	\$0	\$7,714	\$0	\$0	\$0
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$8,274	\$0	\$7,714	\$0	\$0	\$0
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$885)	\$0	\$0	\$0
Personnel	\$470	\$0	\$1,250	\$0	\$0	\$0
Non-Personnel	\$7,804	\$0	\$7,349	\$0	\$0	\$0
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$8,274	\$0	\$7,714	\$0	\$0	\$0
FTEs		1.00		0.00	0.00	0.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Risk Management oversees the City's employee safety and risk management programs, including the City's workers' compensation, property, and liability insurance programs. In addition, it is involved in contract review, acts as the City's liaison with its claims adjusters, provides employee trainings and safety policy development.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Claim Payment	20	Payment of City liability, property and subrogation claims.
Safety Program	30	Administer the City's Safety program focusing on ensuring the City is providing a safe workplace for all employees.
Workers' Compensation and Insurance Fund Administration	20	Administer funds including annual rates billed to agencies, and coordinate with insurers, agents and outside providers.
Risk Management Services	30	Contract review, employee trainings, policy development and other risk services.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

None

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

N/A

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

N/A

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

We are not proposing any changes to the budget, however Risk did work to put an online claim form on the Finance Department's website in 2020 to make it easier for claimants to file claims against the City.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? N/A
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? N/A
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? N/A
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. N/A
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? N/A

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$0

What is the proposed reduction to this service's budget? \$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

There are certain activities within this service that are mandated. For example, bond placemnts for certain individuals, safety program requirements, workers' compensation coverage, and handling of claims filed against the City to name a few.

Has this reduction been proposed in prior years? No ▾

Does the proposed reduction result in eliminating permanent positions? No ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

N/A

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	<input type="text"/>
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	<input type="text"/>

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Treasury

SERVICE NUMBER:

155

SERVICE DESCRIPTION:

This service processes over one million payments per year with an increasing number of payments received through electronic payment channels which requires the development of new processes and procedures. The primary customers of this service are the general public and City agencies that rely on the service. The goals of this service are to enhance the ability of the taxpayer to avoid delinquency, while at the same time maximizing the collection of delinquent taxes by July 31st; and to meet or exceed the budget goal for interest earnings, while minimizing the end-of-the-year adjustment for city investments. The major initiatives planned for this service include the continued development and expansion of Electronic Bill Presentment and Payment.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$726,341	\$849,422	\$715,297	\$674,694	\$686,011	\$686,011
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$726,341</i>	<i>\$849,422</i>	<i>\$715,297</i>	<i>\$674,694</i>	<i>\$686,011</i>	<i>\$686,011</i>
<i>Budget by Major</i>						
Revenue	(\$2,935)	\$0	\$0	\$0	\$0	\$0
Personnel	\$611,878	\$619,038	\$614,960	\$628,112	\$639,391	\$639,391
Non-Personnel	\$337,362	\$465,649	\$337,363	\$398,136	\$398,174	\$398,174
Agency Billings	(\$219,964)	(\$235,265)	(\$237,026)	(\$351,554)	(\$351,554)	(\$351,554)
<i>Total</i>	<i>\$726,341</i>	<i>\$849,422</i>	<i>\$715,297</i>	<i>\$674,694</i>	<i>\$686,011</i>	<i>\$686,011</i>
FTEs		6.00		7.00	7.00	7.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Revenue Processing	50	Calculate and receipt all revenue including personal and real estate tax bills.
Citywide Investments and Reconciliation	30	Oversee citywide investments, reconciliation of bank accounts and report of investment holdings and revenue earnings.
Parking Revenue Processing	20	Receive and count all Parking Utility receipts.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

N/A

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▾

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Treasury section has expanded services that benefit BIPOC by providing an exterior payment drop box, accepting card payments over the phone and providing change/coin for the CDA Romnes housing site. The drop box provides added accessibility, after business hours, for working individuals. Card payment acceptance for bills (non-tax related) over the phone assists individuals with no or limited internet access. Providing change/coin for a change machine at the CDA Romnes housing site provides added benefit for individuals with limited mobility.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Everyone benefits from the expanded services described above.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Feedback from our customers have been positive. Further, feedback and coordination with CDA Housing staff assist in service development and implementation.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Customers of the City including public housing tenants, property owners and CDA. Their feedback is incorporated into decisions to continue the expanded services.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. No.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? Website, phone and email communications.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$34,300

What is the proposed reduction to this service's budget? \$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

If yes, what is the decrease

in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

Fire**Function: Public Safety & Health***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	55,156,436	57,020,341	57,787,838	61,180,396	61,786,949	61,786,949
Other Grants	1,767,185	1,814,480	1,950,259	314,545	52,965	239,495
TOTAL	\$ 56,923,620	\$ 58,834,821	\$ 59,738,098	\$ 61,494,941	\$ 61,839,914	\$ 62,026,444

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Fire Operations	55,714,983	57,870,937	58,857,604	60,278,625	60,653,912	60,807,736
Fire Prevention	1,208,637	963,884	880,493	1,216,317	1,186,002	1,218,708
TOTAL	\$ 56,923,620	\$ 58,834,821	\$ 59,738,098	\$ 61,494,941	\$ 61,839,914	\$ 62,026,444

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(263,789)	(243,340)	(219,563)	(240,200)	(240,200)	(242,408)
Charges For Services	(298,297)	(294,100)	(101,420)	(294,100)	(294,100)	(344,100)
Licenses & Permits	(1,116,743)	(1,248,543)	(1,221,575)	(1,148,543)	(1,148,543)	(1,373,543)
Investments & Other Contributions	(12,586)	(20,000)	(2,083)	(1,500)	(1,500)	(5,250)
Misc Revenue	(143,745)	(113,100)	(152,628)	(113,100)	(113,100)	(113,100)
Other Financing Source	-	-	(20,000)	-	-	-
Transfer In	(36,111)	-	(530,776)	-	-	-
TOTAL	\$ (1,871,270)	\$ (1,919,083)	\$ (2,248,046)	\$ (1,797,443)	\$ (1,797,443)	\$ (2,078,401)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	37,695,525	39,069,230	39,667,971	41,338,057	41,677,164	41,985,396
Benefits	14,246,788	13,279,078	14,883,601	14,348,322	13,753,324	13,786,531
Supplies	988,260	1,168,464	1,118,571	1,177,236	1,163,964	1,172,397
Purchased Services	1,418,493	1,516,473	1,327,681	1,470,978	1,774,824	1,790,440
Debt & Other Financing	27,909	-	-	-	-	-
Inter Depart Charges	3,861,711	4,432,320	3,843,227	4,957,792	5,268,081	5,268,081
Transfer Out	556,204	1,288,339	1,145,092	-	-	102,000
TOTAL	\$ 58,794,891	\$ 60,753,904	\$ 61,986,144	\$ 63,292,384	\$ 63,637,357	\$ 64,104,845



Office of the Fire Chief

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Timothy J. Mrowiec
Division Chief
608-266-5966

Paul J. Ripp
Division Chief
608-266-4203

Jerome D. Buechner
Division Chief
608-266-4886

Liza Tatar
Division Chief
608-266-5956

Christopher P. Carbon
Division Chief
608-266-4789

Jeffrey T. Larson
Division Chief
608-266-5946

Edwin J. Ruckriegel
Fire Marshal
608-266-4457

NicoleMarie Hall
Admin. Services Mgr.
608-266-4777

Megan E. Gussick, MD
Medical Director
608-266-4424

Fire Investigation
608-266-4488

To: Dave Schmiedicke, Finance Director
From: Steven, A. Davis, Fire Chief
Date: July 9, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The 2022 Operating Budget for the Madison Fire Department contains funding for the staffing and operations of 14 Fire Stations, Fire Prevention, and Administration to provide emergency fire and medical services to the community of the City of Madison. We strive to enhance the quality of life for everyone in our community by responding their needs and concerns for a safe and healthy environment.

COVID Recovery

Throughout 2021 we have seen responses to COVID related medical calls diminish and the gradual return of activities like special events, concerts and community events. As we proceed into 2022 we expect a return to pre-pandemic levels for staffing and revenues related to off-duty special events. Adapting to changing response protocols throughout the various phases of the pandemic have set us up to be vigilant in protecting employees and patients from the spread of disease through increased usage of personal protective equipment and disinfecting procedures. As COVID recovery continues we expect the continuation of the CARES crisis response team will be critical to helping connect community members to mental health resources.

2022 Request & Equity

For our department, equity and social justice is about valuing and respecting the different cultural attitudes, beliefs and practices that exist in our workplace and in our community. Through the work of internal Equity and Inclusion, and Women’s Initiatives committees we are committed to fully embracing the depth of diversity in our workforce and continue to seek out ways to engage underrepresented populations through recruitment and service delivery. Recently the Community Paramedics participated in cultural awareness training to better understand and improve the quality of service we provide to the community. In 2022, we are looking to expand this training to additional personnel throughout the department.

2022 Request & Sustainability

MFD is committed to taking a leadership role in reducing carbon emissions and promoting sustainability in the fire service. With the recent deployment of the first all-electric Fire Engine in North America, we are proud to showcase this new technology and look forward to further

implementing hybrid and electric vehicles, LED lighting upgrades and other energy efficiency measures. Reducing or eliminating PFAS and PFOS in the fire service is also at the front of mind, with research into the department's turnout gear specifications to limit exposure to personnel while continuing to ensure protection from hazards.

Major Changes in 2022 Operating Request

The Fire Department's requested budget includes ongoing funds to support the CARES team including a transfer to PHMDC to support the Public Health Specialist position to provide program planning, evaluation, and strategic management of the team's operations. As this pilot program nears its launch there is still more to evolve on the operations and logistics of the program, including call volume and future expansion.

Also included in the requested budget is funding for a spring recruit class. This is the second year in a row where the timing of recruit hiring and training has shifted to the spring instead of previously being held in the fall. Final numbers for the size of the recruit class are not yet determined. However, since the class is slated to begin following first quarter 2022 retirements, we expect to continue to reduce or eliminate the "overlap" between outgoing retirees and incoming new recruits.

Recognizing fiscal constraints of the City's General Fund and supporting additional personnel, the department looks to the Elevator Inspection Unit. The addition of 1.0 FTE Elevator Code Enforcement Officer 1 is conservatively estimated to generate \$225,000 in revenue as a result of increased inspection completions rather than fee increases. Besides supporting the Elevator position this funding will also fund additional 2.0 FTE for a Fire Investigation Coordinator and Fire Code Enforcement Officer. The Fire Investigation Coordinator will provide support to the Fire Investigation Team (FIT) created in early 2020 by developing training and mentorship to team members as well as coordinating investigation activities across each shift.

Once again looking within to fund additional personnel, savings generated from cuts to purchased services no longer needed due to efficiencies or programmatic changes will fund a 0.5 FTE Asset Manager to facilitate to coordination of EMS consumable supplies and Fire equipment. A partnership with Dane County EMS to develop a provider program to leverage shared resources may further increase capacity to later fund a full time position.

In late 2020 the Madison Fire Department began providing Fire, EMS and Prevention and Inspection services to the Town of Madison. As previously identified, through the Town of Madison annexation service inventories and needs a few years ago, the Madison Fire Department needs to add an additional ambulance in service on the southeast side of Madison. 10.0 FTE including 7 Firefighter/Paramedics and 3 Firefighter/Paramedic 2 positions are needed along with one-time supply and training costs. To ensure a safe environment for the residents and businesses and complete the Fire and Elevator inspections added to the existing workload, 1.5 FTE Code Enforcement Officer positions were requested. If the above request related to elevator permit revenue and related positions proceeds, these positions will not be needed in addition. However, 3.0 FTE by way of a Plan Review Specialist, Fire Educator, and Special Event Coordinator will be needed to ensure timely review of fire suppression/protection systems plan, inform and educate the community on fire safety, and to inspect and coordinate the safety of the numerous types of events held at the Alliant Energy Center.

Summary of Reductions

The 5% reduction, as directed in the Mayor's budget instructions, unfortunately calls for layoffs of 32 commissioned personnel in the Fire Operations service to meet the \$3.09 million in reduced expenditures. Salaries and benefits compose nearly 88% of the Fire Department's operating budget, and there is little room

to cut spending without eliminating personnel, and as a result, the community would experience severe impacts to service. Eliminating service from three Engine companies at Fire Station 3 on Williamson Street, Fire Station 4 on Monroe Street, and Fire Station 9 on Midvale Blvd. would have an adverse impact on public safety and would result in longer response times to fire and EMS incidents to residents in the area as units from neighboring territories would be spread thin to cover the loss of service. This in turn will have even harder felt effects on performance measures such as cardiac arrest survivability rate and percent of fires contained to room of origin. Impacts to the City's ISO rating, currently Class 1, may also increase insurance premiums for residents, doubling down on the effects felt from this loss in service.

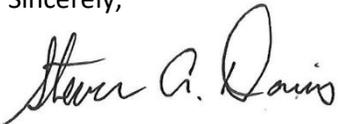
Optional Supplemental Request

The Fire Department will continue to maintain daily minimum staffing at 86 personnel per day to provide complete Fire and EMS response throughout the City. However, in light of increased absences from field personnel due to training needs, personal, medical and family leave, and military deployments the department's overtime budget has been over stretched beyond capacity. Measures taken to reassign personnel to field support have not improved the overall outlook due to the underlying culture shift of leave use. We continue to highlight the need to consider the staffing gap and offer two proposals to address staffing needs and overtime costs.

1. Hire an additional 16 commissioned personnel to increase the available field staff.
 - a. Wages and benefits for 16 Firefighters, \$1.382 million
 - b. Additional one-time costs to hold a second or expanded recruit academy \$104,000.
2. Increase the overtime budget to address minimum staffing needs.
 - a. Current minimum staffing overtime projections place the total estimated cost at \$2.06-2.97 million, \$1.0-1.9 million above current budget.
 - b. Miscellaneous absences are currently trending at 8 additional absences per day, whereas pre-pandemic they averaged 6 additional absences per day.

I respectfully submit the Madison Fire Department 2022 Operating Budget Request for your consideration and forward to discussing the implications in the coming months.

Sincerely,



Steven A. Davis
Fire Chief

c.c. *Deputy Mayors*
Budget & Program Evaluation Staff
Tracy Burrus, Assistant Fire Chief
NicoleMarie Hall

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Fire Department

SELECT YOUR AGENCY'S SERVICE:

Fire Operations

SERVICE NUMBER:

301

SERVICE DESCRIPTION:

This service is responsible for emergency responses to: fires, emergency medical care, lake rescue, hazardous materials, and other disaster responses. Specific non-emergency functions include: semi-annual fire inspections of commercial properties, fire safety education, and participating in community events. The goal of this service to ensure quality emergency response services across the City of Madison.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$53,947,798	\$56,056,457	\$56,907,345	\$59,964,079	\$60,600,947	\$60,568,241
Other-Expenditures	\$1,767,185	\$1,814,480	\$1,950,259	\$314,545	\$52,965	\$239,495
Total	\$55,714,983	\$57,870,937	\$58,857,604	\$60,278,624	\$60,653,912	\$60,807,736
<i>Budget by Major</i>						
Revenue	(\$541,427)	(\$511,540)	(\$856,151)	(\$518,400)	(\$518,400)	(\$570,608)
Personnel	\$49,505,948	\$50,109,771	\$52,338,534	\$53,293,059	\$53,067,483	\$53,158,336
Non-Personnel	\$2,888,765	\$3,840,386	\$3,531,993	\$2,546,174	\$2,836,748	\$2,951,927
Agency Billings	\$3,861,697	\$4,432,320	\$3,843,227	\$4,957,792	\$5,268,081	\$5,268,081
Total	\$55,714,983	\$57,870,937	\$58,857,603	\$60,278,625	\$60,653,912	\$60,807,736
FTEs		392.47		396.47	394.67	395.17

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

Fire Operations keep our community healthy and safe by providing high-quality fire suppression and emergency medical services. Through the expertise and training of specialty teams including Heavy Urban Rescue, Hazardous Materials, and Lake Rescue, personnel are equipped to respond to incidents our residents and visitors may encounter. Outreach programs such as Community Paramedicine strive to reduce frequent utilization of emergency services, while participation in community events educates citizens of all ages in fire safety, and ensures participants in athletic and neighborhood programs remain safe and receive quality pre-hospital care in the event of an emergency.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Fire Suppression and Emergency Medical Service	75	Emergency response to Fire and EMS incidents. Includes field operations for Fire and EMS service, 14 fire stations, and fire maintenance.
Fire Administration	5	Budget and fiscal management, including payroll, purchasing, billing and receipts. Also includes Fire Chiefs, information technology, and grant management.
Training and Recruitment	5	Hiring and recruitment, fitness and wellness of personnel, Fire and EMS Training for recruits and personnel.
Specialized Operations	15	Specialty teams including Lake Rescue, Heavy Urban Rescue, and Hazardous Materials. Special event staffing for emergency response and Tactical EMS are also included here.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

The additional revenue proposed funds 3 positions in the Fire Prevention services with the remainder of \$32,706 funding a 0.5 position in the Fire Operations service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="1100"/>	<input type="text" value="(\$86,096)"/>	Crisis Response Pending Personnel \$92,700; Community Education Programs \$20,000; 0.5 FTE Asstest Manager (16-11) (\$26,604)
Benefits	<input type="text" value="1100"/>	<input type="text" value="\$15,677"/>	Benefits related to non-annual pay increases for Special Duty; 0.5 FTE Asset Manager \$7,997
Total		<input type="text" value="(\$70,419)"/>	

Explain the assumptions behind the allocation change.

A 2021 budget amendment moved \$92,700 to PHMDC to fund a program manager for the Crisis Response (CARES) program.

What is the justification behind the allocation change?

The 2022 cost to continue items added \$20,000 to pending personnel in the Fire Operations to restore the community education programs of Safety Saturday and Safety Town; these programs reside in the Fire Prevention service instead so the funding was moved to that service.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text" value="1100"/>	<input type="text" value="\$41,620"/>	Alliant Energy Center (\$36,320) & UW Special Duty (\$5,300)
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$41,620"/>	

Explain the assumptions behind the requested funding.

Alliant Energy Center (AEC) Special Duty in a new contract for service the Fire Department is currently negotiating with AEC with service expected to begin in mid 2021. The AEC Special Duty contract is expected to follow the rate structure set forth in the UW Special Duty contract. Total number of events annually are unknown, an estimate of 800 hours of event coverage was used to estimate the overtime, benefits and revenues.

What is the justification behind the increased funding?

UW increase is based on negotiated contract rate increases.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="1100"/>	<input type="text" value="42"/>	<input type="text" value="(\$2,208)"/>	VA Fire Protection (\$1,608); TRUAX EMT Training (\$600)
<input type="text" value="1100"/>	<input type="text" value="43"/>	<input type="text" value="(\$50,000)"/>	Alliant Energy Center Special Duty (\$44,000); UW Special Duty (\$6,500); iCares Reimbursable Expense \$30,000; Dane Co EMS (\$29,500)

Insert item

Explain the assumptions behind the change to budgeted revenue.

Alliant Energy Center Special Duty is a new contract with an estimated 800 hours of event coverage at \$55/hour. The iCares reimbursement programs disbanded in 2021 due to the pandemic and was subsequently removed from the 2022 budget. Agreement with Dane Co EMS for medical vending program inventory support.

What is the justification behind the proposed change?

Increase to revenues for VA Fire Protection, TRUAX EMT Training and UW Special Duty are based on negotiated contract rate increases.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text" value="1100"/>	<input type="text" value="53"/>	<input type="text" value="(\$4,900)"/>	Hardware Supplies \$2,400, Equipment Supplies \$2,500

1100

54

(\$48,454)

Cell Phone \$456, Mileage \$1000, Other Exp \$3,000, Conferences (\$5,000), Com Device Maint \$5,000, Lease Equipment \$30,000, Natural Gas \$1,700 Bldg Improvements \$10,198, Armor Car \$2,500

Insert item

Explain the assumptions behind the requested funding.

A 2021 budget amendment transferred \$4,900 in supplies and \$4,500 in purchased services to PHMDC to fund a Public Health Specialist for the Crisis Response (CARES) program.

What is the justification behind the increased funding?

Conferences budget was reduced through administrative action in the 2021 budget, request is to restore funds to previous levels to maintain training opportunities for leadership and administrative staff through realized savings in communication device maintenance. Medication vending machines leased ended in 2020 and funding is being reallocated elsewhere in the budget to fund the Asset Manager coupled with realized savings in Building Improvements and Natural Gas.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Fire and EMS Operations continue to respond to all communities regardless of racial/social demographics, nature of or location of emergency need for Fire and EMS personnel response. No matter the emergency or where they occur, we strive for a 5 minute response time to have emergency personnel on scene and

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$3,089,347

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

\$3,089,347

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Table with 3 columns: Activity, \$Amount, Description. Row 1: Fire Suppression and Emergency Medical Response, 3,089,347, Three engine companies at Fire Stations 3, 4 and 9 would be taken out of service resulting in layoffs of 32 commissioned personnel.

Insert item

Total	\$3,089,347	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$3,005,574	Salary & benefits for 32 least senior commissioned employees.
Non-Personnel	\$83,939	Station work supplies, uniform clothing. Additional expenditure reductions based on historical spending of \$25,000 in safety supplies, \$15,000 in equipment supplies, \$8,307 in cell phone, \$5,632 in building improvements and \$30,000 in Equipment Lease(in lieu of supporting 0.5 Asset Manager position).
Agency Billings	\$0	
Total	\$3,089,513	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes. Current minimum daily staffing for all 14 fire stations to maintain adequate responding units and response time as recommended by NFPA is 86 personnel. A reduction in staff and engine companies responding would result in longer response times and may impact the City's ISO rating.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Salaries and benefits compose nearly 88% of the Fire Department's operating budget, and there is little room to cut spending without eliminating personnel, and as a result, the community would experience severe impacts to service.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminating service from three Engine companies at Fire Station 3 on Williamson Street, Fire Station 4 on Monroe Street, and Fire Station 9 on Midvale Blvd. would have an adverse impact on public safety and would result in longer response times to fire and EMS incidents to residents in the area as units from neighboring territories would be spread thin to cover the loss of service.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Fire Operations	1486000	Hire 16.0 FTE Firefighters, or increase the overtime budget by the same amount to address continued staffing constraints and need to hire overtime in lieu of utilizing creative staffing due to increased usage in leave benefits by commissioned personnel.

Insert item

Total	1,486,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	1,382,000	16.0 FTE Firefighters
Non-Personnel	104,000	One-time costs to hold a second or expanded recruit academy
Agency Billings	0	
Total	1,486,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This increase would be on-going. If funding the additional 16.0 FTE personnel the amount need would increase over time due to step progression and potential wage increase negotiated via collective bargaining agreement. If funding the additional overtime, the amount is less certain to increase over time with the exception of any wage increases negotiated through the collective bargaining agreement. By comparison, comparable sized Fire Departments in terms of personnel and responses who do not utilize a creative staffing program have overtime budgets totaling \$3.5-4.0 million, while MFD's current overtime budget for minimum staffing, events, training, etc. totals \$1.5 million.

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

If yes, which agencies?

Describe why the proposed increase is critical.

MFD has continued called attention to the changing landscape of leave usage in the department and the staffing shortages encountered that must be filled with overtime to maintain minimum staffing levels without cutting services. Pre-pandemic a paradigm shift and added benefits (paid parental leave) increased total miscellaneous absences to an average of six additional persons off-duty per day. Post-Covid the average miscellaneous absences are currently at eight persons off-duty per day. As we continue to strive to hire a diverse workforce, including more female employees, and younger personnel value time off over future benefit payouts we foresee this issue continuing to affect the department's budget.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Fire Department

SELECT YOUR AGENCY'S SERVICE:

Fire Prevention

SERVICE NUMBER:

302

SERVICE DESCRIPTION:

This service is responsible for fire prevention operations. Specific functions of the service include providing: (1) fire safety education, (2) fire inspections, (3) fire protection engineering, (4) public information, (5) elevator inspections, and (6) fire/arson investigation services. The goal of this service is to proactively prevent fires through education and inspections.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,208,637	\$963,884	\$880,493	\$1,216,317	\$1,186,002	\$1,218,708
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,208,637	\$963,884	\$880,493	\$1,216,317	\$1,186,002	\$1,218,708
<i>Budget by Major</i>						
Revenue	(\$1,329,844)	(\$1,407,543)	(\$1,391,895)	(\$1,279,043)	(\$1,279,043)	(\$1,507,793)
Personnel	\$2,436,366	\$2,238,537	\$2,213,037	\$2,393,320	\$2,363,005	\$2,613,591
Non-Personnel	\$102,101	\$132,890	\$59,351	\$102,040	\$102,040	\$112,910
Agency Billings	\$15	\$0	\$0	\$0	\$0	\$0
Total	\$1,208,638	\$963,884	\$880,493	\$1,216,317	\$1,186,002	\$1,218,708
FTEs		21.19		21.19	21.99	25.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

Fire Prevention keeps our community Healthy and Safe by providing community education regarding fire safety and inspection services to identify fire safety hazards and mitigate them before an emergency arises. Outreach events are held across the community by fire prevention staff and first responders to provide education and service delivery by diverse members of the department.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Fire Safety & Community Education	8	Presentations, community events, scheduled programs, and information seminars focused on fire safety to reduce fires and related injuries through education.
Fire Inspection	25	Verifying all commercial buildings in the City are operated and maintained safely through fire safety inspections in all multi-residential and commercial properties.
Code Enforcement	25	Mitigation of code violations through the issuance of orders, referrals to the City Attorney, and citations.
Fire Protection Engineering	10	Ensures site development, new construction, and alteration projects comply with building and fire codes and MGOs. Work with owners, developers, and contractors during design to review construction documents, and inspecting and testing installation of site access, fire suppression, fire alarm, smoke control, and fire command centers.

Public Information	3	Disseminating information through new releases, public reports, and social media. Connects affected individuals with resources through the occupant services unit.
Elevator Inspections	15	Ensures the safe installation, alteration, and operation of conveyances including elevators, escalators, chair lifts, and dumbwaiters through timely plan review, annual inspections, and permitting.
Fire/Arson Investigation	14	Investigating and determining the origin, cause, and circumstances of structure fires, vehicles fires, outside fires, and unknown cause fires. Trains field personnel on fire investigation aspects of a fire scene and conducts pre-employment background investigations.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
 The additional revenue proposed funds 3 positions in the Fire Prevention services with the remainder of \$32,706 funding a 0.5 position in the Fire Operations service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="1100"/>	<input type="text" value="\$195,749"/>	Addition of 1.0 FTE Elevator Code Enforcement Officer 1 (\$68,150) and 1.0 FTE Fire Code Enforcement Officer 3 (\$56,943) and Fire Investigation Coordinator (\$70,656)
Benefits	<input type="text" value="1100"/>	<input type="text" value="\$53,637"/>	Addition of 1.0 FTE Elevator Code Enforcement Officer 1 (\$18,333) and 1.0 FTE Fire Code Enforcement Officer 3 (\$16,579) and Fire Investigation Coordinator (\$18,725)
Total		<input type="text" value="\$249,386"/>	

Explain the assumptions behind the allocation change.
 The Elevator Code Enforcement Officer 1 wages and benefits assume a Jan 2022 start date at present benefit rates. The Fire Code Enforcement Officer 3 is assumed to have a Jan 2022 start date and wages and benefits assume starting as an entry-level Fire Code Enforcement Officer 1 at present benefit rates. The Fire Investigation Coordinator is a new classification with expected placement in CG-RG 16-20 and assumes a January start date at present benefit rates.

What is the justification behind the allocation change?
 The Elevator Inspection unit is tasked with inspection of over 2,900 conveyances throughout the City including elevators, escalators, dumbwaiters, lifts, etc. Currently the division is staffed with a 1.0 FTE leadworker ELEV CEO 2 and 2.0 FTE ELEV CEO 1s; each inspector's workload can conservatively consist of +/- 600 inspections annually. Despite their best efforts the current staff cannot attend to all required inspections of conveyances across the City and currently have a 50-60% completion rate. This leaves many inspections lapsed and creates a potential for safety hazards. By adding an additional 1.0 FTE ELEV CEO 1 whom can attend to +/- 15 additional inspections per week we can bridge this gap as well as generate an estimated \$225,000 in revenue for elevator permits, bringing 80-90% of the conveyances in the City into compliance and ensuring the safety of our community. The estimated revenue is based on the average \$300 permit per conveyance and is not the result of a fee increase. This added revenue will also help to fund the addition of 1.0 FTE Fire CEO 3 to bolster the Fire Prevention division's inspection of businesses and multi-unit dwellings. This position starts at the entry-level Fire CEO 1 and attains the Fire CEO 3 classification through career progression. The Fire Investigation Coordinator is a new civilian position needed to coordinate the activities of the Fire Investigation Team. In early 2020, the Fire Investigation team was created from field personnel at Fire Station 11 to complete on-duty investigation of fire incidents of each of the three shifts and the former 40-hr personnel were transitioned out. This left a gap in the overall oversight of Fire Investigation activities that is currently assigned to a Division Chief. By adding a Fire Investigation Coordinator it will better position the team to develop training and mentorship of personnel and aide in communication on completion of investigation follow-up across each shift.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text" value="1100"/>	<input type="text" value="\$1,000"/>	Safety Saturday overtime
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$1,000"/>	

Explain the assumptions behind the requested funding.
 Safety Saturday overtime is based on historical trends pre-pandemic.

What is the justification behind the increased funding?

Funding for the Community Education programs was included in the Cost to Continue budget under Pending Personnel in the Fire Operations service.

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1100	44	\$225,000	Elevator Permits
1100	46	\$3,750	Safety Saturday Donations

Insert item

Explain the assumptions behind the change to budgeted revenue.

Elevator permits are based on the addition of 1.0 FTE ELEV CEO 1 to complete +/- 15 inspections per week at an average of +/- \$300 per conveyance in permit fees, resulting in \$225,000 revenue. Safety Saturday donations are based on pre-pandemic historical trends.

What is the justification behind the proposed change?

Funding for the Community Education programs was included in the Cost to Continue budget under Pending Personnel in the Fire Operations service.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	53	\$2,400	Work Supplies (\$1,800) Clothing (\$500), Equipment (\$100),
1100	54	\$8,470	Safety Saturday - Towing (\$200), Other Expenses (\$2,620), Permits (\$600); Inspection - Mileage (\$5,000), Telephone (\$50)

Insert item

Explain the assumptions behind the requested funding.

Elevator uniform is for original issue clothing for new FTE. Inspection mileage is to restore budget back to pre-pandemic levels.

What is the justification behind the increased funding?

Funding for the Community Education programs was included in the Cost to Continue budget under Pending Personnel in the Fire Operations service.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Focusing on the addition of the Elevator & Fire Code Enforcement officers positions, these positions ensure inspections of multi-unit buildings and especially those with elevators are completed and up to current fire safety codes.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Persons living, working or doing business in buildings with elevators.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? MFD does not any direct data on the demographics of the community members who contact MFD on Fire Prevention or Elevator issues.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Building owners want to ensure safe facilities for their tenants. At the current workload staff are not able to complete all elevator inspections when due and permits lapse for a period of time. By adding staff, permits can be issued timely after inspection and be able to work with building owners to resolve safety issues.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. The revenue generated to fund these positions is not the result of a fee increase so no cost should be passed on from the building owners to the tenants.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Through the existing channels for area fire code enforcement officers.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$3,089,347

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Fleet Services

Function: Internal Services

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Fleet Services	1,109,563	2,841,343	1,375,451	1,171,280	1,171,280	1,171,280
TOTAL	\$ 1,109,563	\$ 2,841,343	\$ 1,375,451	\$ 1,171,280	\$ 1,171,280	\$ 1,171,280

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Fleet Maintenance Procurement	1,109,563	2,841,343	1,375,451	1,171,280	1,171,280	1,171,280
TOTAL	\$ 1,109,563	\$ 2,841,343	\$ 1,375,451	\$ 1,171,280	\$ 1,171,280	\$ 1,171,280

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(10,628)	(35,500)	(4,070)	(35,500)	(35,500)	(35,500)
Charges For Services	(23,585)	(25,000)	(12,963)	(25,000)	(25,000)	(25,000)
Investments & Other Contributions	(10,205)	-	(193)	-	-	-
Misc Revenue	(121,840)	(155,000)	(91,221)	(155,000)	(155,000)	(155,000)
Other Financing Source	(912,024)	(955,780)	(1,109,718)	(955,780)	(955,780)	(955,780)
Transfer In	(31,281)	(1,670,063)	(157,285)	-	-	-
TOTAL	\$ (1,109,563)	\$ (2,841,343)	\$ (1,375,451)	\$ (1,171,280)	\$ (1,171,280)	\$ (1,171,280)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,573,510	2,655,077	2,582,392	2,648,436	2,858,051	2,854,767
Benefits	1,312,022	1,075,643	978,748	1,005,757	998,316	1,009,716
Supplies	5,070,906	5,214,305	5,119,088	5,122,639	5,109,305	5,104,189
Purchased Services	883,958	1,307,515	1,098,652	826,789	1,109,949	1,106,949
Debt & Other Financing	7,391,913	8,012,575	8,873,887	10,349,182	10,223,656	10,223,656
Inter Depart Charges	241,327	115,901	178,425	111,482	111,482	111,482
Inter Depart Billing	(16,364,075)	(17,269,605)	(17,455,740)	(18,893,005)	(19,239,479)	(19,239,479)
Transfer Out	-	1,729,932	-	-	-	-
TOTAL	\$ 1,109,563	\$ 2,841,343	\$ 1,375,451	\$ 1,171,280	\$ 1,171,280	\$ 1,171,280



Department of Public Works

Fleet Division

Mahanth S. Joishy, Fleet Superintendent

4151 Nakoosa Trail
Madison, Wisconsin 53714
Phone: (608) 246-4540
Fax: (608) 246-4585
www.cityofmadison.com

Date: July 7, 2021
To: David Schmiedicke, Finance Department
From: Mahanth Joishy, Fleet
Re: Fleet 2022 Operating Budget Request

Major Goals

Fleet operating budget is comprised of several main services: (1) maintenance, and (2) fueling for City operated vehicles and equipment on behalf of other City divisions. Our 2022 budget request seeks to support the following service level goals:

- Procure the most environmentally sustainable and safest possible vehicle and infrastructure options available.
- Procure the most environmentally sustainable and safest possible fuel, parts, and fluid options available.
- Maintain service levels of 30 vehicles out of service, and 30 preventative maintenance (PM) inspections overdue at the end of every workday. We estimate these are the optimal standards to keep the fleet running for our customers at a world-class level.

COVID Recovery

I am pleased to report no break in service by Fleet due to COVID and we hope for this to continue as almost all staff have completed their vaccinations. During the pandemic we met the complicated challenge of safely moving into Nakoosa Trail with our partner groups. Fleet also heavily participated department-wide in two rounds of Workshare in the last year to save personnel funds, and this was widely perceived to be successful. Finally, one piece of good news from the pandemic for the transportation world: fuel use was down due to less vehicle trips taken by City staff, resulting in unexpected cost savings and also emissions reductions.

Major Changes in 2022 Operating Request

In the base case prior to the 5% cuts, our operating budget does not have much room for change. Our team takes pride in maximizing cost efficiency and spending wisely in all that we do, and we are a national model in this area. **Our division is an internal service that currently performs whatever vehicle and equipment maintenance work that other City divisions bring to our garages. We also provide as much fuel at our gasoline and diesel stations as other City divisions want to consume.**

Therefore, the only path toward reducing the costs of these core services, is to reduce service for our customers, and this will lead to the “double effect” of negatively impacting the operations of frontline agencies above and beyond their own cuts, just as the City prepares to incorporate increased responsibilities for the Town of Madison annexation. For example, we expect vehicle out of service and preventative maintenance inspections overdue to rise. As another example, turning away air conditioning (A/C) repairs will be unpopular with City staff, though it is an extreme measure used by some fleets in periods of budget crunch.

Summary of Reductions

A 5% reduction equates to around \$961,000 for our agency. The following options are being placed on the table, and with this reduction scenario we will ensure continuity of safe operations, but in each case we City policymakers should consider carefully if the proposed cuts are worth the disruption to all customer agencies. Please note the priority level of each position when it comes to layoffs, as these are carefully listed in order from least disruptive to most disruptive to customer agencies.

Action	Savings	Pos #	Priority
Welder Position	\$ 72,238.00	1160	1
Parts Room Asst Position	\$ 73,422.00	3275	2
Master Autobody Tech Position	\$ 89,999.00	1175	3
Facility Worker Position	\$ 77,300.00	3695	4
Parts Tech Position	\$ 77,431.00	1189	5
Operations Clerk Position	\$ 68,141.00	1157	6
Welder Billing to Customers	\$ 135,000.00		
Autobody Billing to Customers	\$ 105,000.00		
Discretionary A/C Repairs	\$ 65,000.00		
Discretionary Autobody Repairs	\$ 25,000.00		
Fleet Rightsizing	\$ 55,000.00		
Discretionary Tire Repair	\$ 35,000.00		
Discretionary Overtime	\$ 25,000.00		
Discretionary PM Inspections	\$ 83,000.00		
	\$ 986,531.00		
Outsourcing Vendor Repairs due to Reductions	\$ (25,000.00)		
	\$ 961,531.00		

We appreciate the work being done by Finance to keep the City running during a challenging time, and I look forward to discussing this budget request with Finance and others soon.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Fleet Service

SELECT YOUR AGENCY'S SERVICE:

Fleet Maintenance Procurement

SERVICE NUMBER:

411

SERVICE DESCRIPTION:

This service is responsible for purchasing, preparing, and maintaining fleet equipment used by City agencies. The goal of the service is to repair and replace fleet assets to satisfy the needs of user agencies. The service maintains approximately 1,300 active vehicles and equipment.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$1,109,563	\$2,841,343	\$1,375,451	\$1,171,280	\$1,171,280	\$1,171,280
Total	\$1,109,563	\$2,841,343	\$1,375,451	\$1,171,280	\$1,171,280	\$1,171,280
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$3,885,533	\$3,730,720	\$3,561,140	\$3,654,193	\$3,856,367	\$3,864,483
Non-Personnel	\$13,346,778	\$16,264,327	\$15,091,627	\$16,298,610	\$16,442,910	\$16,434,794
Agency Billings	(\$16,122,748)	(\$17,153,704)	(\$17,277,315)	(\$18,781,523)	(\$19,127,997)	(\$19,127,997)
Total	\$1,109,563	\$2,841,343	\$1,375,452	\$1,171,280	\$1,171,280	\$1,171,280
FTEs		43.00		39.00	39.00	39.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Fleet is working on sustainability and greening efforts in all aspects of our operation. Vehicle procurement, maintenance, and fueling are our major activities. Fleet will advance these activities to brighten the future of Madison and its residents. Electric vehicles, alternative fuels, green fluids and chemicals, along with efficient maintenance practices will ultimately save the tax payers and provide a clean environment for the future.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Vehicle Purchasing	25	Procurement and intake of vehicles to replace assets within the City Fleet that have reached the end of their useful life.
Vehicle Maintenance	55	Preventative maintenance and repair of all equipment in the City Fleet.
Fueling	10	Maintenance and repair of ten fuel stations throughout the City. Purchase of fuel (diesel, regular gasoline, and biodiesel) and billing of City agencies based on fuel usage.
Auction of Retired Assets	10	Decommission and sale of assets that have reached the end of their useful life.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No Change

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

Fleet proposes reclassifying the vacant Welder position #1160 to a Fleet Technician. This will increase our ability to quickly service equipment in the City Fleet and reduce vehicle downtime, while also saving funds in our Permanent Wages budget. These savings will be applied to our Tool Allowance budget to reflect the current City policy of \$80 per month for specific positions.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages	51110	(\$3,284)	Reclassify vacant position #1160 - Welder to a Fleet Technician
Benefits	52718	\$3,284	Savings will be used to increase Tool Allowance line item to reflect current policy of \$80/month for specific positions
Total		\$0	

Explain the assumptions behind the allocation change.

Position #1160 is budgeted at an assumed total employee cost of \$72,238. Reclassifying it to a Fleet Technician decreases the assumed total employee cost to \$68,954, a savings of \$3,284.

What is the justification behind the allocation change?

The Welder position #1160 has been vacant since a retirement in early 2020. Reclassifying it to a Fleet Technician will increase our service efficiency while also saving on the salary line.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

We foresee several new hires in our division coming up that will utilize the personnel budget. We will use the RESJI hiring tool for our full-time and apprenticeship positions to focus on bringing in diversity to our division, which on an automotive industry-wide basis is under-represented by women and people of color. A majority of our high school apprentices so far have been women or people of color and we are hoping to continue this trend. We are creating a pipeline for future full-time hires as well with this program.

Fleet conducts business with a large community of vendors and are actively seeking out companies that are women or minority owned; furthermore we are working hard to ensure that our contractors that utilize our operating budget funds are satisfactorily completing the City of Madison Affirmative Action (AA) plans, and in cases where they are not being completed, we are seeking alternative companies that can help us fulfill our mission of purchasing and maintaining vehicles and equipment on behalf of the City. Here is one example: <https://www.cityofmadison.com/fleet-service/blog/fleet-business-partner-profile-renee-schnabel>

Additionally, most of Fleet's janitorial duties are fulfilled by hourly employees with disabilities, and this program is expected to continue.

We are proud that Fleet is ahead of most other public and private fleets in the area.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Both new hires and companies that receive Fleet operating funds will benefit from our proposed budget. We will continue to search for candidates and vendors that would address gaps, remove barriers, and more equitably distribute services. Please note that in the automotive industry in the Wisconsin area and beyond, both goals are extremely challenging due to the nature of who is available and qualified to service the City's needs.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Fleet in the last few years has discussed in depth with disabled, women and minority employees, within Fleet and at many other City agencies, how we can improve recruiting and retention in this area. Many of these discussions were held 1-1 with the Fleet Superintendent where sensitive topics were discussed in a private setting. The incorporation of this feedback is ongoing. Most of it has centered around how Fleet can be more welcoming as an environment to people of all backgrounds, and how to recruit new talent.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Fleet works closely with Human Resources and other divisions for their experience and ideas on recruiting new staff and vendors. Their feedback has informed our SOPs directly. In addition, Fleet has worked with community partners like the Latino Academy of Workforce Development to complete the RESJI Hiring Tool for our most recent opening and is incorporating their feedback in our recruitment process.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Through various forums including PE, PWI meetings, PW/TN meetings, emergency management planning, and Fleet's core services to customers we are in constant communication with partner groups toward equity goals. Fleet also uses our public channels such as website and social media to celebrate successes we have had in this area.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Fleet is proud that all employees are up to date on 3-5 trainings. Fleet Superintendent is the Vice-Chair of the Multicultural Affairs Committee (MAC), Fleet Administrative Assistant is Vice-Chair of the Women's Initiative Committee (WIC), and both personnel have been integral to the creation of the MAC/WIC Peer Advisor program, in order to assist all City employees and not just those in Fleet and Public Works. Fleet is part of the Vision Zero team, an interagency group with a focus on equity for the entire community when it comes to traffic safety. Fleet is also represented on the interagency task force on micro-aggressions and has assisted Civil Rights on a number of sensitive issues involving Fleet and other divisions.

Fleet management is working hard to build a culture of acceptance and a comfortable working environment for all employees, which has proven to be an ongoing challenge.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$961,973.95

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

\$961,531

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Vehicle Maintenance	961,531	Fleet is proposing a variety of cuts to our maintenance and repair activities in order to meet our target reduction amount, which ultimately would increase vehicle downtime and slow down the services of our customer agencies. These cuts are detailed below and in our transmittal memo, and include 6 permanent positions and related work billed to customers, discretionary inspections and repairs, and discretionary overtime, and Fleet Rightsizing efforts.
Total	\$961,531	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$483,531	Cut discretionary overtime work and eliminate the following positions: - 1160 - Welder - 3275 - Parts Room Assistant - 1175 - Master Autobody Tech

		- 3695 - Facility Maintenance Worker - 1189 - Parts Technician - 1157 - Operations Clerk
Non-Personnel	\$55,000	Represents reductions in fuel and maintenance costs when Fleet Rightsizing efforts go into effect in 2022.
Agency Billings	\$423,000	Eliminate the welder and autobody billing to customers that would have been performed by those positions. Decrease maintenance and inspection services by reducing discretionary air conditioning and autobody repairs, discretionary tire repairs, and preventative maintenance inspections. This line also includes an estimated \$25,000 increase in outsourced vendor repairs due to the personnel cuts.
Total	\$961,531	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The activities in this service are necessary to maintain the operations of every client agency. A portion of the activities may be sent to outside vendors, but not all of it can be. Fleet has already proactively found more cost-efficient vendors when it has made sense to do so.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Fleet has already taken measures to keep operations as efficient as possible, and our only option to further reduce our budget is to reduce personnel and maintenance services.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Our customer agencies will feel the immediate impact of our proposed reduction in terms of vehicles and equipment being out of service for longer and certain discretionary repairs not being performed. This will result in slower service by our customer agencies which will impact the Madison community.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

v2 062821

Golf Courses**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Golf Courses	3,133,012	3,370,320	3,654,184	3,307,654	3,307,652	3,584,310
TOTAL	\$ 3,133,012	\$ 3,370,320	\$ 3,654,184	\$ 3,307,654	\$ 3,307,652	\$ 3,584,310

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Golf Operations	3,133,012	3,370,320	3,654,184	3,307,654	3,307,652	3,584,310
TOTAL	\$ 3,133,012	\$ 3,370,320	\$ 3,654,184	\$ 3,307,654	\$ 3,307,652	\$ 3,584,310

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(2,729,105)	(3,176,709)	(3,614,639)	(3,259,654)	(3,259,654)	(3,481,792)
Investments & Other Contributions	-	-	-	-	-	(20,000)
Misc Revenue	(40,041)	(48,000)	(15,722)	(48,000)	(48,000)	(48,000)
Other Financing Source	(363,867)	(145,611)	-	-	-	(34,518)
Transfer In	-	-	(23,824)	-	-	-
TOTAL	\$ (3,133,012)	\$ (3,370,320)	\$ (3,654,185)	\$ (3,307,654)	\$ (3,307,654)	\$ (3,584,310)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,337,091	1,462,119	1,388,905	1,468,906	1,478,966	1,528,575
Benefits	391,479	265,868	312,794	278,575	283,676	283,678
Supplies	476,366	599,600	362,838	564,766	564,766	621,179
Purchased Services	424,930	475,321	679,989	471,349	471,442	687,810
Debt & Other Financing	33,107	46,348	426,283	32,088	45,733	-
Inter Depart Charges	273,791	311,064	291,759	247,205	218,304	218,304
Transfer Out	196,250	210,000	191,617	244,765	244,765	244,765
TOTAL	\$ 3,133,012	\$ 3,370,320	\$ 3,654,184	\$ 3,307,654	\$ 3,307,652	\$ 3,584,310



Madison Parks Division

210 Martin Luther King, Jr. Blvd., Room 104
Madison, WI 53703
608-266-4711 • cityofmadison.com/parks

play
**MADISON
PARKS**

To: Dave Schmiedicke, Finance Director
From: Eric Knepp, Parks Superintendent
Date: July 12, 2021
Subject: 2022 Golf Enterprise Operating Budget Transmittal Memo

Major Goals

The 2022 Operating Budget request for the Golf Enterprise includes a continuation of existing service levels, including the implementation of reopening Glenway to golf. The Golf Enterprise aims to provide accessible, affordable and quality municipal golf courses while covering all expenses related to the operation of the courses. Madison's golf courses are key for promoting affordable golfing opportunities and the courses are used by a diverse group of residents and visitors.

COVID Recovery

The Golf Enterprise continues to provide a safe outdoor recreational outlet for the community. Golf has been a key asset to community members throughout the pandemic and effectively all services at the courses are back in place in 2021 and it is anticipated that will continue in 2022.

2022 Request & Equity

The Golf Enterprise plans to work with the Parks Equity Team to add elements of the Equity Action Plan to encourage marketing and outreach strategies in 2022 to draw in a more diverse group using the courses. One such cooperation is with The First Tee of South Central Wisconsin, a 501(c)(3) non-profit corporation which is part of a nationwide initiative that impacts the lives of young people by providing educational programs that build character, instill values, and promote healthy choices through the game of golf. The program is largely funded by donors and scholarships. These scholarships open doors for youth from low-income families, by providing financial aid for those who need it to participate in the program.

In addition, improvements being made to the Glenway Golf Course will transform the area into more of a community park with a golf course. This will provide an area of green space for all community members to utilize, which is valuable for community mental and physical health. A community-focus area will connect more members of the community with the courses through alternative recreational activities, which will boost the community's intrinsic value of the courses and possibly introduce new players to the game.

2022 Request & Sustainability

The Golf Enterprise has a continued focus on natural landscape enhancements to support sustainability efforts at golf properties. Examples include the natural area restoration work at Glenway and the pollinator habitat work at Odana. The Golf Enterprise works with the UW's OJ Noer Turfgrass Research and Education facility to modify turfgrass management practices to reduce inputs and promote excellent playing conditions. OJ Noer studies rain harvesting and subsurface irrigation, course runoff, fungicide degradation, pest management and bio solids.

Major Changes in 2022 Operating Request

The 2022 Requested Operating Budget does not include any substantial changes from existing budgeted service levels. It is anticipated that additional work on the Task Force's recommendations will have significant financial and budgetary implications for the Enterprise. The Golf Enterprise will work with the Finance Department and policymakers on appropriately modifying the budget during the formulation and adoption stages of the process if progress is made on the recommendations during that timeframe.

Summary of Reductions

No reductions have been proposed with this submission, as this is an Enterprise Service.

Future Golf Enterprise Planning

Golf continues to work to achieve operational profitability and long term financial sustainability within available resources provided by the current accounting system structure. A major ongoing concern for the Parks Division regarding Golf Enterprise Program is the failing infrastructure, including both courses and building conditions, as well as equipment, that poses an increasingly concerning problem to the GEP's overall profitability. In recent decades, these deteriorating conditions have led to course closures and increased operating expenses as staff work to make repairs and short term fixes to keep mission critical areas and equipment functional. The Golf courses will require significant capital investment to provide adequate playing conditions and viable facilities in order to ensure adequate revenue streams in to the future.

- c.c. Deputy Mayors
 - Budget & Program Evaluation Staff
 - Lisa Laschinger, Assistant Parks Superintendent
 - Christopher Peguero, Assistant Parks Superintendent
 - January Vang, Parks Financial Manager
 - Pat Hario, Parks Administrative Assistant
 - Katie Pollock, Financial Management Intern

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Golf Enterprise

SELECT YOUR AGENCY'S SERVICE:

Golf Operations

SERVICE NUMBER:

811

SERVICE DESCRIPTION:

This service oversees the operation and maintenance of the Yahara Hills, Odana Hills, Monona and Glenway Golf Courses, which provide a total of 72 holes of play. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,133,012	\$3,370,320	\$3,654,184	\$3,307,654	\$3,307,654	\$3,584,310
<i>Total</i>	<i>\$3,133,012</i>	<i>\$3,370,320</i>	<i>\$3,654,184</i>	<i>\$3,307,654</i>	<i>\$3,307,654</i>	<i>\$3,584,310</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,728,569	\$1,727,987	\$1,701,699	\$1,747,481	\$1,762,644	\$1,812,252
Non-Personnel	\$1,130,652	\$1,331,269	\$1,660,727	\$1,312,968	\$1,326,706	\$1,553,754
Agency Billings	\$273,791	\$311,064	\$291,759	\$247,205	\$218,304	\$218,304
<i>Total</i>	<i>\$3,133,012</i>	<i>\$3,370,320</i>	<i>\$3,654,185</i>	<i>\$3,307,654</i>	<i>\$3,307,654</i>	<i>\$3,584,310</i>
FTEs		8.30		8.30	8.30	8.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Provide quality and affordable golf recreational opportunities to residents and visitors.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Golf course maintenance	55%	Maintain the 4 golf courses in excellent playing condition. Irrigate and mow the greens and fairways, repair and care for mowing equipment and vehicles, provide tee and green supplies.
Golf clubhouses	45%	Provide clubhouses for golfers to set up tee times, check in, rent golf carts and pay green fees. Opportunities to purchases concession at the snack bars and golf accessories at the pro shops.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

Revenue increased \$276,656

Personnel increased by \$49,608

Non-personnel increased by \$272,781

Agency billing decreased by \$45,733

Impact of proposed funding change is net neutral.

Note position #1537 budgeted in Golf Perm Wages and benefit should be budgeted in Parks Operating Budget, total of \$34,518, part of the \$49,608 increase in personnel. Will be fixed during Finance recommendation.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="Other"/>	<input type="text" value="\$43,000"/>	<input type="text" value="Decrease of salary savings does not include position # 1537"/>
Benefits	<input type="text" value="Other"/>	<input type="text" value="\$0"/>	<input type="text"/>
Total		<input type="text" value="\$43,000"/>	

Explain the assumptions behind the allocation change.

Decreased salary savings to provide ability to adjust perm staffing on team and reduce reliance on seasonal staffing. Does not include position #1537 budgeted in error.

What is the justification behind the allocation change?

Review of staffing need accounts for a decrease in salary savings to provide room for adjustment.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text" value="Other"/>	<input type="text" value="(\$65)"/>	<input type="text" value="Increase in OT Perm net with decrease in OT Hourly"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text" value="Other"/>	<input type="text" value="\$6,673"/>	<input type="text" value="Increase in potential need for hourly wages and benefits"/>
Total		<input type="text" value="\$6,608"/>	

Explain the assumptions behind the requested funding.

Estimated actual hourly work and overtime at max operating capacity resulted in a need to increase in Hourly wages and benefit offset with overtime perm and hourly.

What is the justification behind the increased funding?

Review of prior year actuals and operating hours notates the need to increase hourly wages and benefits.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="Other"/>	<input type="text" value="43"/>	<input type="text" value="\$222,138"/>	<input type="text" value="Membership and Golf courses"/>
<input type="text" value="Other"/>	<input type="text" value="46"/>	<input type="text" value="\$20,000"/>	<input type="text" value="Contribution and Donation"/>
<input type="text" value="Other"/>	<input type="text" value="48"/>	<input type="text" value="\$34,518"/>	<input type="text" value="Fund balance use to offset decrease in perm wages/benefit of position #1537"/>

Explain the assumptions behind the change to budgeted revenue.

A projected increase in golf course revenue due to all 4 golf course operating at full capacity along with potential contribution for Glenway Golf course.

What is the justification behind the proposed change?

Increases in golf courses anticipated in 2022 due to new updated Glenway Golf Course and increased visitors to all 4 golf courses.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
Other	53,54	\$272,781	Increase in Office supplies, hardware supplies, work supplies, building supplies, landscaping supplies, equipment supplies, inventory, water, stormwater, telephone, building improvement repair maint., pest control, equipment improvement repair maint., lease rental of equipment, credit card services, advertising services, other services and expenses and permit and licenses with a decrease in system and software maintenance.

Explain the assumptions behind the requested funding.

Increases in supplies and services are necessary to ensure the full operating capacity of the 4 golf courses. Utilities such as water and stormwater are adjusted to account for dry weather and cost increases.

What is the justification behind the increased funding?

With Teesnap, point of sale system, credit card fees will increase and be offset with a decrease in software maintenance.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget and budget changes.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Players who utilize the courses throughout the year, along with residents and visitors who use the land for non golf purposes benefit directly from the proposed budget. In 2022, City of Madison residents will directly benefit from the golf courses, specifically Glenway becoming more of a community park with a golf course. The green space that the golf courses provide are a valuable asset for community mental and physical health. The surrounding community benefits indirectly as the spaces are managed to ensure environmental sustainability. Those who do not benefit are individuals and groups who do not visit the courses because they do not feel welcome, do not play the game or otherwise recreate in the spaces. The Glenway redesign project will seek to create a culture of accessibility and inclusiveness on the course as a variety of programs are offered to attract golfers and non-golfers alike with an intentional focus on BIPOC and other marginalized communities.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Golf program tracks use through the TeeSnap program, which provides limited demographic data. Through the work of the Task Force on Municipal Golf in Madison Parks, significant data was gathered from both golfers and non-golfers regarding how they like to use the spaces currently and into the future. The Task Force conducted a survey, which garnered significant public input and included demographics. The results of this survey were considered as the Task Force created recommendations

regarding the future of the golf program. It is clear that significant work is still needed to better engage with BIPOC and other underrepresented communities.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Golf Program has a number of long-time partners, including the Golf Subcommittee, The First Tee of South Central Wisconsin, Change Golf Instruction, various regular leagues, returning outings, high school and college teams. Staff regularly interact with these groups and seek feedback, and have incorporated their ideas and feedback in a multitude of ways to improve services.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Proposed budget could potentially harm those who rely on affordable municipal golf, in the event expenses far out pace revenues and additional funding is not provided to invest in capital needs, resulting in course closures and overall price increases in the local golf market. By continuing to function as an enterprise, opportunities to better engage with non-golfers on a broader scale are limited if not absent, as the courses must generate revenue whenever possible. The Glenway programming plan for 2022 will allow the ability to gather data on how uses, specifically including non-golfers, can complement each other on the course and how it impacts revenue streams.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Staff will continue to communicate regularly with partners through face-to-face interactions, meetings, emails. Communication with golf customers will continue through interactions, promotional updates through mass email to contacts from the TeeSnap system, as well as through website updates

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Staff will continue to implement the recommendations set forth by the Task Force on Municipal Golf. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training and implementation of Equity Action Plan within available resources.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

v2 062821

Human Resources**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,639,061	2,008,882	1,821,312	1,672,442	1,747,626	1,747,625
TOTAL	\$ 1,639,061	\$ 2,008,882	\$ 1,821,312	\$ 1,672,442	\$ 1,747,626	\$ 1,747,625

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
HR Services	689,207	611,889	624,663	500,239	556,304	488,901
Employee & Labor Relations	402,067	626,899	483,595	493,685	482,682	516,383
Organizational & Health Dev	547,787	770,094	713,054	678,518	708,640	742,341
TOTAL	\$ 1,639,061	\$ 2,008,882	\$ 1,821,312	\$ 1,672,442	\$ 1,747,626	\$ 1,747,625

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(15,440)	-	(325)	-	-	-
Misc Revenue	(135)	(5,000)	-	(4,000)	(4,000)	(4,000)
Transfer In	-	-	(16,625)	-	-	-
TOTAL	\$ (15,575)	\$ (5,000)	\$ (16,950)	\$ (4,000)	\$ (4,000)	\$ (4,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,563,404	1,625,911	1,516,059	1,501,500	1,599,502	1,599,501
Benefits	446,242	483,487	477,925	480,194	457,243	457,243
Supplies	21,123	24,050	16,493	18,950	18,950	18,950
Purchased Services	88,630	177,908	125,258	195,278	195,411	195,411
Inter Depart Charges	76,677	77,917	77,917	84,625	84,625	84,625
Inter Depart Billing	(541,440)	(375,391)	(375,390)	(604,105)	(604,105)	(604,105)
TOTAL	\$ 1,654,636	\$ 2,013,882	\$ 1,838,262	\$ 1,676,442	\$ 1,751,626	\$ 1,751,625

To: Dave Schmiedicke, Finance Director
From: Harper Donahue, IV, HR Director
Date: 7/12/21
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

By recruiting a high-quality and diverse workforce and building programs to promote equity, accountability, and opportunity for our City's employees, residents, and guests, the Human Resources Department supports the city-wide goal of sustaining an effective and efficient government.

Our 2022 Operating Budget submittal seeks essential funding to provide the level of service which our customers have come to expect while also making investments to obtain the tools and skills which will allow the Department to continue to provide that level of service into the future.

The Human Resources Department provides City agencies with crucial support in three service areas:

The **HR Services** unit assists 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 and 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 & Health Development** unit promotes organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, and community outreach programs.

COVID Recovery

To assist in meeting the expected 2021 budget shortfall, the Human Resources Department proposed leaving an HR Analyst position within the HR Services group vacant. At the height of the pandemic, this was a reasonable choice as hiring in 2020 was less than half of the nearly 680 hires we averaged each year during the previous four years. However, in 2021 the workflow of the HR staff quickly returned to pre-pandemic levels. As a result, hires for 2021 have already reached over 90% of what they were for all of 2020, and employee turnover for the first five months of 2021 has been equal to the average turnover for the same period during the previous five years. Operating at a near-normal workflow with 25% less recruiting staff has led to the rearrangement of work tasks and decreased efficiency, further hampering operations. Additionally, all HR personnel was being tapped to assist numerous city-wide initiatives. It is imperative that we fully fund staffing within the Human Resources Department in 2022.

2022 Request & Equity

The Human Resources Department has been a leader in developing policies, providing training programs, and promoting new hiring practices, which continue to make the City of Madison a more equitable community. We are actively working to implement recommendations from the City's equity analysis. In the 2022 budget year, we will apply an equity analysis to our position study process, continue to reach out to marginalized communities through advertising in publications and job boards directed at specific populations and social groups, and work with our partners to develop Public Works apprenticeship programs and provide pipelines into permanent staff positions for historically underrepresented BIPOC and women. Finally, and certainly not least importantly, our Organizational Development group will continue to support inclusion and equity initiatives through training and advancing our workplace culture. Our Leadership Development Conference has been on the leading edge of these efforts. For many years we focused on developing skills and opportunities for women. This past May, we focused on Inclusive Leadership, not only for women but the intersection of gender, race, and disability; if our requested budget is approved without significant modifications, we will continue these efforts in the coming year.

2022 Request & Sustainability

To meet both sustainability and efficiency goals, the Human Resources Department has attempted to move toward a system of electronic records creation and storage over the past three years. Unfortunately, the tools currently available have not allowed the progress we have intended. Our supplemental request will provide funding for needed technology infrastructure, which will enable the City to electronically collect and store onboarding documents from new employees, yearly benefits documents from existing employees, and provide interactive online training for employees. This will increase our efficiency and lessen our environmental footprint as it will reduce the need for printing and the delivery of paper documents. It will also reduce the distance employees must travel for training sessions, which may provide benefits for both sustainability and the efficient use of employee time.

Major Changes in 2022 Operating Request

Aside from our supplemental requests, the Human Resources Department requests no significant changes to our 2022 budget.

Summary of Reductions

A five percent reduction to the Human Resources Department's "Cost to Continue" budget allocation equates to approximately \$87,000.

With the return to pre-pandemic operations, there is minimal excess remaining in the Human Resources budget. If nothing else, 2020 has shown that reductions in Human Resources, along with other administrative agencies, have a crippling effect on operations city-wide. However, in an attempt to respond to the City's request, we are submitting three options for further consideration if budget reductions are absolutely necessary. However, it should be noted that HR does not endorse any of these options and firmly believes that all of the following options will have significant adverse effects on City operations.

- 1) Again, attempt to operate without a 4th HR Analyst position in the HR Services Unit.

Description of Effect: Over the past decade, Human Resources has seen its staffing shrink while the City as a whole has grown - other City departments have added more than 175 positions.

During the first months of the pandemic, operations across the City were minimized, and hiring plummeted to less than half the rate typical during the previous years. HR staff modified their work and focused on the city-wide redeployment and workshare of existing employees whose positions were not essential. HR staff also concentrated on reducing the backlog of previously requested position studies and quickly engaged in developing training programs that could be effective in a virtual environment.

To meet reduced 2021 budget goals, the Department redistributed staff tasks and left an HR Analyst position vacant while also reducing our front desk administrative position hours.

The HR Department strives to fill all hires within 90 days of requisition approval. From 2017 through 2019, our recruiting staff typically averaged less than 81 days to fill a position. Even though requests for recruitments declined by half, with reduced staffing in 2020 and the first part of 2021, our average time to fill increased to 92 days. As hiring and operations return to normal, agencies can expect further increases in the time to fill if HR must enter 2022 with only 3 HR Analysts.

- 2) Reduce the funding provided on the Consultant Services and Conference & Training budget lines.

Description of Effect: Aside from salaries, the only budget lines capable of significantly reducing the HR allocation are the Conference & Training budget line and the Consultant Services budget line.

These budget lines are the funding source for employee training as well as the annual Leadership Conferences and ongoing Performance Excellence efforts such as TeamCity Leaders, Voice of the Customer, and our course calendar. They pay for subject matter expertise of presenters who supplement our three Organizational Development Specialists.

The funding also pays for HR staff training, so labor relations employees can keep current on changing federal work rules and allows Organizational Development staff to attend “train the trainer” sessions before creating employee development programs on evolving topics and new initiatives. In addition, the funding enables new staff to participate in trainings from vendors who have created many of the tools we use each day. These trainings are essential in expanding our knowledge base and improving our efficiency and effectiveness.

Reductions to either of these lines would have an immediate detrimental impact on trainings HR offers City employees and managers. Depending on the size of the reductions, employee training classes may need to be eliminated, and leadership programs aimed at both employees and community members may need to be scaled back, as in-house training specialists would be required to devote their time to programs for which we would normally hire consultants or third party providers.

- 3) Reduce the funding on the Medical Services budget line.

Description of Effect: The funding placed on the HR Department Medical Services budget line is used primarily for federally required random drug testing of our employees who hold a Commercial Driver’s License.

Shortly before the pandemic set in, the Federal government changed the testing rules and effectively doubled the number of drug tests required. To accommodate this increase in testing, approximately \$12,000 was added to the budget line.

Simultaneously, the City transitioned to a new vendor to conduct testing and provide oversight for the drug & alcohol testing program. The new vendor has been able to provide services more efficiently than expected. If our vendor can maintain its efficiency, this budget line may be ripe for reduction. However, if reduced, a mid-year budget addition may be required if the current trend changes.

Optional Supplemental Requests

The Human Resources Department has not significantly or effectively updated its technology infrastructure since 2011. In the decade since, electronic forms have become standard across businesses and governments. Currently, our benefits, leave, performance management, learning management, and onboarding programs rely on almost entirely paper-driven processes. Contrary to meeting the City's sustainability goals, these processes are also inefficient and require thousands of staff hours to maintain the outdated practices.

To update our practices, the Human Resources Department is seeking a supplemental budget allocation to expand our portfolio of hiring and onboarding tools of \$107,500. This funding can be broken down into three phases:

- 1) \$50,000 annually for a software-as-a-service onboarding system that supports electronic records and manages personnel documents and processes related to employee onboarding;
- 2) \$50,000 annually for a software-as-a-service Performance Management System that tracks employee performance management; and
- 3) \$7,500 for a position enhancement to a current HR position to administer the system.

In 2021, the City has made substantial progress in launching its performance management program. Employee and manager check-ins were initiated by the Organizational Development team, and a city-wide exit interview program began to collect data from departing employees. To maximize the return on investment for these programs, we need systems that can capture and store the data in an efficient and user-friendly way to assemble an image of each employee as they progress throughout their career with the City. Ultimately, if we can use this data to reduce annual employee turnover, even marginally, the return on investment will be worthwhile. Depending on the skills and experience of employees, direct and indirect costs included, replacement costs for departing employees may range from 20% on the low end to over 100% of their annual salary.

HR needs a more robust solution for document storage and processing. The current document storage solution being offered is SharePoint. While SharePoint has proven to be effective in meeting City needs elsewhere, even after expected upgrades of SharePoint are completed, there is a shared belief among HR and IT that security and accessibility features required by HR will still not be met.

The employee onboarding program alone takes more than 500 hours of HR staff time; this does not include the hundreds of additional hours spent by new employees required to travel to the MMB from their job sites for onboarding presentations. It also does not include the time spent by employees and departmental admin clerks for printing paper documents, packaging them, and either mailing them or hand-delivering them to the HR Department for processing. With the proper tools, this entire process could be made electronic, and hundreds of staff hours could be devoted to more beneficial projects and programs.

Federal and State regulations govern the creation, retention, and destruction of employee documents, and the storage of certain records is subject to audit at any time. Under our current storage system, potential fines associated with records production place unnecessary risk on the City.

We need to add significant staff to the Human Resources Department to process the hiring, onboarding, performance, learning, and other employee records, which we create daily, or we need to obtain a technological solution that is designed to complete these tasks automatically.

To meet these needs effectively and economically, we propose a phased approach that includes new technological tools and augmentation of the skills available within the Human Resources staff.

An investment in new tools and skillsets will enable HR, and administrative functions across the City, to multiply our output while maintaining a modest total staff. Within HR, we are seeking to reclassify one of our Program Assistant positions to a Program Administrator. This would increase our budgeted salaries by a maximum of \$7,500. A position in this classification will have analytical development skills that are not currently available within the Department. An individual with these skills will enable HR to extract the maximum benefit from the additional software and web-based tools we are seeking.

The new tools will digitize and streamline many of our existing processes in two phases. Employee onboarding and records management would be rolled out first and require approximately \$50,000 in 2022 funds. The performance management systems would be rolled out later in the year with an additional \$50,000 in cost.

The tools described above will benefit the entire City. They will increase the efficiency in which our administrative staff is able to fulfill many of their tasks, make training opportunities more equitable and accessible, improve our employee retention, and enable employees and managers to report and track staff development in ways that would not otherwise be possible.

By granting the requested funding, the Human Resources Department can continue to provide the services, support, and development opportunities that our agencies and community have come to expect.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff
Brad Wollmann, HR Budget & Data Analyst
Emaan Abdel-Halim, HR Services Manager
Greg Leifer, Employee & Labor Relations Manager
Erin Hillson, Employee & Labor Relations Specialist*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations

SERVICE NUMBER:

162

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation and management; works with Employee Associations in developing and implementing employee handbooks; administers the Family and Medical Leave Act (FMLA), disability leave, layoffs, and occupational accommodations; and develops and implements the employee benefits program. The goals of this service are effective use of the Meet and Confer process with employee associations, successful negotiation of all outstanding labor contracts, and effective implementation of employee benefits programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$402,067	\$626,899	\$483,595	\$493,685	\$482,682	\$516,383
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$402,067	\$626,899	\$483,595	\$493,685	\$482,682	\$516,383
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$727,678	\$794,175	\$658,811	\$763,141	\$751,913	\$785,614
Non-Personnel	\$10,032	\$37,675	\$29,735	\$52,175	\$52,400	\$52,400
Agency Billings	(\$335,643)	(\$204,951)	(\$204,951)	(\$321,631)	(\$321,631)	(\$321,631)
Total	\$402,067	\$626,899	\$483,595	\$493,685	\$482,682	\$516,383
FTEs		6.66		6.66	6.33	6.33

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The staff administering the Employee & Labor Relations (ELR) service for the City are focused on ensuring City employment policies are transparent, equitable, and viewed as legitimate by staff, employee organizations, and community partners. ELR develops benefit plans to improve employee wellness and financial security while at the same time minimizing costs to the Madison community. Through union contract negotiations and an open "meet & confer" process with employee associations, the ELR team strives to build and maintain positive relationships with all groups of employees who serve Madison's residents and guests. ELR also administers the FMLA claims, occupational accommodations, drug & alcohol screening, and the investigation processes undertaken when complaints or grievances are filed against staff or city groups.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee Onboarding, Benefits Planning & Implementation	30	Onboard new employees; Research, develop, and maintain the employee benefits package for City staff; including: insurance, retirement, and wellness programs
Occupational Accommodations & Disability Leaves	15	Administration of the Occupational Accommodations program as well as tracking employee leave and layoff processes due to disabilities.
Administration of Family Medical Leave Act (FMLA) requirements	15	Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, coordinate with employee and departments as staff resume their duties.
Negotiate and "meet & confer" with employee unions and associations	30	

Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and union contracts.

Coordinate investigation of grievances

10

Review complaints and coordinate investigation of grievances files against city employees. When necessary, work with attorney to negotiate separation agreements.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No changes requested

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

Change in the service's budget is due to a Finance correction for a payroll allocation

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

If the budget request is fully funded, employees may find that service response is more efficient and information provided by staff is up-to-date. A reduction in funding for the Employee & Labor Relations unit would likely effect many groups as the unit is responsible for managing Family Medical Leave, Benefits, and Insurance for City employees and their dependents. Depending on the type and depth of reductions, responses to employee inquiries may be delayed or information about new programs or regulations may be out of date.

- | | |
|---|---|
| <p>a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?</p> | <p>The direct beneficiaries of the activities of the Employee & Labor Relations unit are the employees and their dependents, other direct beneficiaries are the City agencies, as well as unions and associations which work with ELR to establish and maintain work rules and contracts.</p> |
| <p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>We have not been reviewing or otherwise tracking this data specifically. We would need to develop a screening tool of some kind to track this data.</p> |
| <p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>The Employee & Labor Relations Unit is not having direct discussions with community or employee groups mostly this is addressed on an individual case by case basis and these discussion tend to be organic in nature.</p> |
| <p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.</p> | <p>There are no proposed budget changes that would harm specific groups.</p> |
| <p>e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?</p> | <p>We will continue to "meet & confer" with employee associations and unions. Purchasing a robust records system will make the process of data collection more efficient and once we have data we can begin to identify issues and make informed decisions.</p> |

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$87,381

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description

Activity	\$Amount	Description
		No reduction is recommended.

Insert item

Total	\$0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is mandated to perform various activities under a variety of statues, including: the Family & Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA) as well as the Americans with Disabilities Act (ADA). These activities include (but are not limited to) providing reasonable accomodations for employees with disabilities, identifying "exempt" and "non-exepmt" employees and insuring overtime rules are followed, and providing leave to employees with serious health issues or when a spouse, child, or parent has serious health issues. Leave is also available for the birth or adoption of a child.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Employee Onboarding, Benefits Planning & Implementation	107500	The additional software systems will increase efficiency of employee onboarding, performance management, and benefits management. Revamping inefficient existing paper-driven processes and replacing them with electronic processes and document workflows which will help meet sustaiability goals and make additional staff hours available for other programs.

Insert item

Total	107,500	
--------------	---------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	7,500	Reclassify one existing Program Assistant position to a Program Administrator
Non-Personnel	100,000	Licensing expense for Onboarding, Performance Management, and Records Management soft
Agency Billings		

Total

107,500

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The funding will come from the general fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Depending on the vendor chosen, it is likely the licensing expense will become an ongoing cost with annual escalation.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Each year the City continues to add staff positions while the HR Department staffing remains stagnant. We need to add significant staff to the Human Resources Department to process the hiring, onboarding, performance, learning, and other employee records, which we create daily, or we need to obtain a technological solution that is designed to efficiently complete these tasks. These tools will not only benefit HR but will create efficiencies for administrative staff in many agencies, enabling them to undertake additional tasks and devote time to developing other programs and services for our residents, guests, and employees.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

HR Services

SERVICE NUMBER:

161

SERVICE DESCRIPTION:

This service provides Human Resources support to all City departments, helping them achieve their goals by developing and implementing recruitment and selection strategies; assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions; working with the Personnel Board; and providing general human resources support. The goals of this service are to increase diversity of applicants for City jobs across all classifications, identify positions struggling to attract qualified applicants, and implement strategies to increase the number of qualified applicants.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$689,207	\$611,889	\$624,663	\$500,239	\$556,304	\$488,901
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$689,207	\$611,889	\$624,663	\$500,239	\$556,304	\$488,901
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$16,625)	\$0	\$0	\$0
Personnel	\$767,055	\$672,909	\$718,030	\$637,863	\$694,020	\$626,617
Non-Personnel	\$70,733	\$59,033	\$43,311	\$55,603	\$55,511	\$55,511
Agency Billings	(\$148,581)	(\$120,053)	(\$120,053)	(\$193,227)	(\$193,227)	(\$193,227)
Total	\$689,207	\$611,889	\$624,663	\$500,239	\$556,304	\$488,901
FTEs		5.68		5.68	6.34	6.34

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

HR Services is a key element of Effective Government. The staff allocated to HR Services provide assistance to all city departments throughout the year as they require the replacement or addition of new staff to achieve their program goals. HR Services provides subject matter expertise in the hiring process, including : developing and reviewing position descriptions and employment exams, advertising open positions, reviewing employment applications, referring qualified applicants, and notifying applicants as they proceed through the hiring process.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Workforce Recruitment	65	Developing and implementing strategies to recruit and select diverse and appropriately skilled new staff members.
Implementation of Organizational Change	25	Assist City departments with modifications to their staffing structure through reclassifications, internal promotions, and development of new employment exams and position descriptions.
Maintain Position Control	10	Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by Finance or the Personnel Board.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No changes requested

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

Change in the service's budget is due to a Finance correction for a payroll allocation

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

If the Human Resources budget request is approved we will be able to continue the outreach activities which we have been part of our employee recruitment strategies. With full funding, we will be able to resume the activities which we curtailed during our pandemic response. With reduced funding our outreach to marginalized communities is likely to be further restricted as all outreach activities will be limited.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The direct beneficiaries of the HR Services Unit are the individuals hired. The agencies seeking staff to carry out their tasks and goals are also direct beneficiaries. Indirect beneficiaries include the families, friends, businesses, residents, and guests who are impacted by the services provided by the City of Madison and the wages and benefits offered to our employees. A goal of the HR Services department is to recruit a diverse and qualified workforce. We achieve this by conducting outreach and promoting jobs with the City of Madison at career fairs, through schools, through professional organizations, and an array of publications catering to diverse ethnicities and social groups. Additional funding would allow the unit to participate in further outreach activities. Conversely, a reduction in funding will limit the outreach activities we can pursue as staff time and funding for these efforts become scarce.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Department tracks job applicant and hiring data based on the gender and ethnicity information provided by applicants and employees. The HR Department has recently begun exit interview data collection to better understand the experiences of all staff who choose to leave city services. Over time this data will be used to address shortcomings and create policies which make the City of Madison a more equitable employer.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

HR Analysts regularly incorporate equity analyses for recruitments which include perspectives from subject matter experts within the City (including from MAC and WIC teams) and outside agencies like WRTP Big Step, Commonwealth, and Latino Workforce Academy. To promote greater inclusion into the hiring process, we engage with our partners to incorporate alternate ways to meet minimum qualification and broadened viable applicant pools. Another recent example in Engineering, included critical input from external partners on the barrier written exams pose for applicants. Together, HR and the hiring manager created a comparative analysis in lieu of examination to aid in evaluation of key skills and competencies. This process will then include as part of the interview a directly related hands on task to assess each candidate.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Leaving an HR Analyst position vacant in the 2021 Budget allowed less staff time for outreach and analysis of employee attraction efforts. Our proposal seeks to return the Department to full staffing, anything less will lead to further reductions in outreach activities as hiring requirements have already returned to pre-pandemic levels.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

HR Services regularly engages with community partners including Operation Fresh Start, Latino Workforce Academy, Urban League, Commonwealth, and WRTP Big Step through meetings and open discussion.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$87,381

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

There is no mandated level for Human Resource Services.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

N/A

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Organizational & Health Dev

SERVICE NUMBER:

163

SERVICE DESCRIPTION:

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees. The goals of this service are to improve the onboarding experience for new employees, enhance opportunities for employee development at various stages in their careers, and improve overall employee engagement citywide.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$547,787	\$770,094	\$713,054	\$678,518	\$708,640	\$742,341
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$547,787	\$770,094	\$713,054	\$678,518	\$708,640	\$742,341
<i>Budget by Major</i>						
Revenue	(\$15,575)	(\$5,000)	(\$325)	(\$4,000)	(\$4,000)	(\$4,000)
Personnel	\$514,914	\$642,314	\$617,143	\$580,690	\$610,812	\$644,513
Non-Personnel	\$28,987	\$105,250	\$68,705	\$106,450	\$106,450	\$106,450
Agency Billings	\$19,461	\$27,530	\$27,531	(\$4,622)	(\$4,622)	(\$4,622)
Total	\$547,787	\$770,094	\$713,054	\$678,518	\$708,640	\$742,341
FTEs		5.66		5.66	5.33	5.33

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

Organizational Development (OD) provides learning and growth opportunities, facilitates cultural change through interventions and initiatives, promotes strategic thinking, and forges partnerships both within government and with the community. Through each of these core activities OD maintains a central roll in providing our residents and guests with an accessible government, run by qualified and well trained staff who are accountable and focused on providing efficient services with equitable, long term benefits for the entire community.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Organizational Development	30	Build organizational effectiveness through strategic planning, process improvement, equity, and people-centered operations. Provide creative consulting and improvement interventions to foster work culture change. Support Performance Excellence and management strategies that promote high employee input and allow for agencies to meet organizational goals and improve service delivery to best serve City of Madison residents.
Employee & Leadership Development	30	

Provide employees with tools, comprehensive learning and development opportunities, and education at every point in their career. Offer support, development, and consultation for elected officials and leaders at every level of the organization. Provide career counseling to support internal recruitment and engagement with the City's workforce. Provide talent management and leadership development to meet organizational needs. Build capacity across organizations to achieve City goals.

Outreach & Communication

20

Ensure common understanding of opportunities and services available through HR and Organizational Development. Develop community and organizational partnerships with key stakeholders. Utilize diverse and innovative marketing tools.

Engagement & Equity

15

Support citywide equitable workforce planning and goals. Facilitate diverse community engagement efforts that inspire and connect our residents to City government. Support effective use of RESJI tools and training. Support AASPIRE and Wanda Fullmore interns.

Wellness

5

Support all aspects of employee well-being through programmatic efforts. Evaluate current services to ensure we maximize resources to benefit employee wellness resources available through healthcare providers and other organizational collaborations.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No changes requested

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

Change in the service's budget is due to a Finance correction to a payroll allocation

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Many of the Organizational Development Unit programs focus on marginalized communities and improving inclusion and equity within the City. If funding within the HR Department is reduced it is likely that these programs would be degraded.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The direct beneficiaries of the Organizational Development activities are the employees, agencies, and other attendees that participate in our training and programs. Presenters and community groups also benefit from the remuneration and visibility which we are able to supply. Indirect beneficiaries include community groups, businesses, residents, and guests who are impacted by the information supplied during our consultations, training sessions, and conferences. Many of our programs focus on marginalized communities and increasing equity around the City of Madison. If fully funded those programs will continue.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Information Technology**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	6,896,332	7,192,726	6,602,658	7,864,314	9,607,148	9,607,148
TOTAL	\$ 6,896,332	\$ 7,192,726	\$ 6,602,658	\$ 7,864,314	\$ 9,607,148	\$ 9,607,148

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Application Dev & Support	4,188,527	4,174,354	3,801,024	4,429,629	4,497,215	4,497,215
Technical Services	2,707,805	3,018,372	2,801,633	3,434,686	5,109,933	5,109,933
TOTAL	\$ 6,896,332	\$ 7,192,726	\$ 6,602,658	\$ 7,864,314	\$ 9,607,148	\$ 9,607,148

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(19,703)	(17,000)	(6,975)	(17,000)	(17,000)	(17,000)
Charges For Services	(34,778)	(38,000)	(11,800)	(30,000)	(30,000)	(30,000)
Other Financing Source	(4,000)	(8,000)	(9,000)	(8,000)	(8,000)	(8,000)
Transfer In	-	-	(434,848)	-	-	-
TOTAL	\$ (58,481)	\$ (63,000)	\$ (462,623)	\$ (55,000)	\$ (55,000)	\$ (55,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	4,342,577	4,686,474	4,544,603	4,337,193	4,469,048	4,469,048
Benefits	1,219,220	1,238,496	1,269,461	1,217,622	1,240,276	1,240,276
Supplies	25,787	23,850	15,570	23,850	23,850	23,850
Purchased Services	1,860,581	1,942,871	1,873,250	3,084,627	4,673,050	4,673,050
Inter Depart Charges	22,193	25,346	23,708	27,120	27,022	27,022
Inter Depart Billing	(515,545)	(661,311)	(661,311)	(771,098)	(771,098)	(771,098)
TOTAL	\$ 6,954,812	\$ 7,255,726	\$ 7,065,281	\$ 7,919,314	\$ 9,662,148	\$ 9,662,148



Information Technology

Sarah Edgerton, Information Technology Director

City-County Building, Room 500

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Madison, WI 53703

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it@cityofmadison.com

cityofmadison.com/information-technology

TO: Mayor Satya Rhodes-Conway, Dave Schmiedicke, Finance Director and Christine Koh, Budget & Program Evaluation Manager

FROM: Sarah Edgerton, Information Technology Director

DATE: July 9, 2021

SUBJECT: Information Technology – 2022 Operating Budget Transmittal Memo

Information Technology (IT) is the City's backbone. IT is the foundation of all City services, including public safety, transportation, public works, administration, economic and community development, citizen engagement, and our legislative bodies. As the City continues to recover from the COVID-19 pandemic, IT is pushing forward to provide the necessary technology resources to keep agencies and City services running and thriving.

The COVID-19 pandemic propelled the City into a digital transformation, reinforcing the importance of information technology. As we continue to collaborate with agencies, we have seen an increase in departments prioritizing technological needs and goals in their strategic plans. These strategic goals require proactive investment in information technology resources, including an increase in IT staff resources for project implementation.

In addition to supporting our agency partners in their strategic priorities, IT also supports agencies' growing audiovisual needs in our new digital workplace. As part of our supplemental requests, we are proposing a new Audiovisual (AV) position in the 2022 IT Operating Budget, to be charged to the Audiovisual (AV) Systems Capital Program. The position will be responsible for supporting the City's audiovisual products and systems, including flat panel displays, digital signage, projectors, videoconferencing products, and AV recording devices for training, collaborative conferencing, information displays, remote control monitoring, and Boards, Commission, and Committee meetings.

Major Goals

Continually support the advancement of all City services, projects, initiatives and citizen engagement during the COVID-19 response and recovery.

COVID-19 Recovery Highlights

1. Supporting a hybrid approach for Boards, Commissions and Committees meetings, including training, process documentation and communications.
2. Re-engineering an in-person and online registration application for in-person, hybrid and virtual Boards, Commissions and Committees meetings.
3. Collaborating with Community Development to implement the Emergency Rental Assistance Program software.
4. Collaborating with CDA Housing Authority, Madison Public Library and DANenet on educating resident managers and residents on the FCC Emergency Broadband Benefit program.

5. Supporting City staff in their technical and collaboration needs when returning to the office, including a Telework Toolkit to provide City staff with the technical tools, resources, systematic instructions, and support needed to create a productive remote work environment.
6. Strengthening and growing our technology infrastructure with a network reconstruction to better support the increasing demand for a telework and hybrid-staffing model.
7. Developing digital workplaces for continuity of operations for City staff.
8. Increasing need for mitigating the rise in cybersecurity attacks.
9. Providing the technology tools and resources for agencies to prioritize communication about City services during COVID-19 and recovery.
10. Partnering with Civil Rights to implement the DCR Case Management System.
11. Collaborating with Street to develop an online Large Item Collection system. Average 200-300 residents have used the new system every week since rollout in June.
12. Implementing new enterprise project management system software.

2022 Request & Equity

1. Collaborating with CDA Housing Authority, Madison Public Library and DANenet on educating resident managers and residents on the FCC Emergency Broadband Benefit program.
2. Collaborating with CDA Housing Authority on the ConnectHome USA grant project to address the digital divide in HUD-assisted housing.
3. Overseeing fiber builds and services for City-supported Neighborhood and Community Centers receiving internet from the City's commercial partners.
4. Supporting the development of digital government services to reach all community members and to improve how residents interact with government.
5. Supporting a hybrid approach for Boards, Commissions and Committees meetings so community members do not need to attend in person to participate in the meeting, providing more opportunities for community engagement by offering alternatives to in-person attendance.
6. Providing a technology framework for virtual public information meetings to continue growing resident engagement with City projects and initiatives.
7. Collaborating with Madison Public Library on satellite City Halls to develop remote Service Delivery Resource Stations installed at library locations, providing more opportunities for residents to do business with the City.
8. Supporting the Language Access plan:
 - Continuing development of the multilingual website infrastructure.
 - Supporting multiple models of multilingual content management according to agency needs and abilities.
 - Producing multilingual video content. Develop videos in the four languages supported by the Language Access Plan: Spanish, Hmong, Mandarin, and American Sign Language (ASL).
 - Evaluating new technologies for multilingual support and capabilities.
9. Increasing equity and access to City services by improving the accessibility of the City's web presence.
10. Reducing application silos by transitioning all City agencies to enterprise-wide solutions to prepare for the potential development of a 311 system.
11. Breaking down barriers to City government processes by transitioning from PDFs to online forms, permits and licenses in order for residents to have more transparency into City business processes, reducing the need for printer access and making business with the City more

accessible for all.

2022 Request & Sustainability

1. Developing more digital processes to increase paperless opportunities for residents and City staff.
2. Supporting paperless initiatives in agencies by providing them with tools such as Accela, Cityworks, TeamDynamix, Tyler, and SharePoint.
3. Migrating agencies to the City's enterprise systems (Accela, Cityworks, Tyler and SharePoint), decreasing the need for multiple servers to improve energy consumption and follow the City's green initiatives.
4. Continuing to recycle electronic office equipment through an e-recycling vendor.
5. Evaluating the number of devices per City employee.
6. Replacing printers on a predetermined schedule, reducing service calls and gas emissions.
7. Supporting tools for workplace collaboration, meetings, and telework opportunities, reducing gas emissions.
8. Creating a hybrid approach for Boards, Commissions and Committees meetings to allow BCC and community members to participate virtually and/or in-person, reducing gas emissions.
9. Collaborating with Madison Public Library on satellite City Halls to develop remote Service Delivery Resource Stations installed at library locations, reducing gas emissions.
10. Leveraging cloud solutions where possible to reduce energy consumption and carbon footprint.
11. Increasing operational efficiencies through streamlined business processes and automation to reduce energy consumption and carbon footprint.
12. Continuing to consolidate and find opportunities to move physical servers to virtual machines, improving energy consumption and following the City's green initiatives.

Major Changes in 2022 Operating Request

Increasing of \$1.5 Million to the 2022 Operating Budget for the Microsoft 365 annual maintenance costs.

Summary of Reductions

The IT department has been responsible in reducing unnecessary costs to develop a lean budget. While any further reductions in the IT budget would result in major disruptions in the continuity of operations for the City of Madison, we identified the following as a partial reduction of the IT Operating Budget that we will begin implementing in 2021.

- Realized Salary Savings – \$166,800
 - Position 4577 – Budgeted at CG 18 Range 12 (\$90,452). Hired at CG 18 Range 8 with a realized savings of \$27,000.
 - Position 830 – Currently budgeted at CG 18 Range 12, Step 5 (\$96,599). Hiring at CG 18 Range 12, Step 1 will have a realized savings of \$25,000.
 - Position 813 – Budgeted at CG 18 Range 12 (\$73,071). Hiring at an ITS1 will have a realized savings of \$10,000.
 - Position 821 – Currently budgeted at CG 18 Range 16 (\$118, 541). Hiring at CG 18 Range 14, holding the position for 6 months, for a total realized savings of \$73,800.
 - Position 844 – Resolution #52455 authorizes the double-fill of position 844 for up to 4 years due to active military service. The 4 years of active military service is ending in June 2022. The double-fill of this position is not in the IT 2022 Operating Budget, and we

are choosing to forego this budget item as part of our reductions. We will realize \$31,000 in cost savings.

Optional Supplemental Request

Requesting a new Media Team position to support the audiovisual needs.

- Hiring the AV Position as a CG 16 Range 14 (\$80,000).
- The position will be a recurring annual charge to the Audiovisual (AV) Systems Capital Program.
- The position will be responsible for supporting the City's audiovisual products and systems, including flat panel displays, digital signage, projectors, videoconferencing products, and AV recording devices for training, collaborative conferencing, information displays, remote control monitoring, and Boards, Commission, and Committee meetings.

Requesting a new IT position to support the ongoing technical needs of Public Health Madison & Dane County (PHMDC).

- PHMDC is partnering with IT to hire a permanent FTE. Funding for the position is in PHMDC and realized in the IT FTE allocation.
- Hiring this position as a CG 18 Range 14 (\$110,000) to support the complex technology needs of PHMDC.

c.c. Mary Bottari, Chief of Staff, Mayor's Office and Katie Crawley, Deputy Mayor, Mayor's Office
Brent Sloat, Budget Policy Analyst, Finance
Amanda Lythjohan, Budget Manager, IT

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Information Technology ▼

SELECT YOUR AGENCY'S SERVICE:

Application Development and Support ▼

SERVICE NUMBER:

171

SERVICE DESCRIPTION:

This service is responsible for maintaining databases and database software, the City's website and EmployeeNet, the Electronic Document Management System (EDMS), the centralized Geographic Information System (GIS), support for enterprise applications such as MUNIS, Legistar, and Crystal Reports, and all permitting, licensing, asset management, and land/planning applications. The goal of this service is to have residents and IT customers engage with the City in an efficient, equitable manner with positive outcomes.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$4,188,527	\$4,174,354	\$3,801,024	\$4,429,629	\$4,497,215	\$4,497,215
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$4,188,527</i>	<i>\$4,174,354</i>	<i>\$3,801,024</i>	<i>\$4,429,629</i>	<i>\$4,497,215</i>	<i>\$4,497,215</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$186,394)	\$0	\$0	\$0
Personnel	\$2,722,711	\$3,025,215	\$2,738,350	\$2,823,750	\$2,879,827	\$2,879,827
Non-Personnel	\$1,600,762	\$1,257,981	\$1,357,053	\$1,736,056	\$1,747,581	\$1,747,581
Agency Billings	(\$134,946)	(\$108,842)	(\$107,985)	(\$130,177)	(\$130,193)	(\$130,193)
<i>Total</i>	<i>\$4,188,527</i>	<i>\$4,174,354</i>	<i>\$3,801,024</i>	<i>\$4,429,629</i>	<i>\$4,497,215</i>	<i>\$4,497,215</i>
FTEs		26.00		24.25	24.25	24.25

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

Support City services through reliable, high-performance, and secure technology services; provide technology infrastructure, data and voice communications; planning, and coordinated services that sustain departmental operations.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Project Management	35	This service provides the project management and process and business analysis for Information Technology related projects.
IT Infrastructure	5	This service provides the backbone to support all Information Technology related resources and operations.
Administration	5	This service provides all administrative functions to the Information Technology Department, such as, legal and contract compliance, purchasing, payroll, budget, records management and RESJI.
Application Development and Support	35	This service provides software and database application resources.
	5	

Security

This service provides disaster recovery, risk management and incidental response to all Information Technology Systems.

Customer Service and Communication

15

This service provides for customer service (internal City and external residents, and visitors) assistance and support, digital signage, Madison City Channel, web, email list maintenance, and communication management.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

N/A

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select... ▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Technology is changing rapidly and altering the ways residents interact with their government. As we increase the number of online services for residents and shared services for employees, we further our digital inclusion goals to make doing business with the City easier and more efficient. Residents do not need to come to City government; City government is coming to them. This program will provide more opportunities for Madison residents to experience transparent and accountable interactions with their local government.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All City agencies, policy makers, residents, businesses will benefit from this program.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Yes, we incorporate partner feedback on a project-to-project basis. As we continuously improve services, we listen to customer feedback through user and partner testing, web feedback forms, Imagine Madison strategies and goals, TFOGS report, and pulse surveys to make informed decisions.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All City agencies, policy makers, residents, businesses. Yes, we incorporate partner feedback on a project-to-project basis.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

n/a

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Cross-promotional communication strategy and end user training.

2. Is the proposed budget or budget change related to a recommendation from any of the City’s teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Much of the work in Application Development and Support helps to support the work of NRTs, RESJI, LCET, MAC and WIC by providing them with the tools and systems to do their work.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$480,357

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

\$62,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Realized salary savings	62,000	No change in service

Insert item

Total	\$62,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$62,000	<ul style="list-style-type: none"> Position 4577 – Budgeted at CG 18 Range 12 (\$90,452). Hired at CG 18 Range 8 with a realized savings of \$27,000 Position 830 – Currently budgeted at CG 18 Range 12, Step 5 (\$96,599). Hiring at CG 18 Range 12, Step 1 will have a realized savings of \$25,000 Position 813 – Budgeted at CG 18 Range 12 (\$73,071). Hiring at an ITS1 will have a realized savings of \$10,000.
Non-Personnel		
Agency Billings		
Total	\$62,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

n/a

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

We chose a partial reduction due to our lean IT Operating budget. If we identified any further reductions, there would be major disruptions in the continuity of operations for IT and the City of Madison. We will be implementing these reductions in 2021.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

None.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
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Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	110,000	Requesting a new IT position to support the ongoing technical needs of Public Health Madison
Non-Personnel		
Agency Billings		
Total	110,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Funding for the position is in PHMDC and realized in the IT FTE allocation.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The IT needs of PHMDC are complex and are beyond PHMDC staff capacity to support. PHMDC is one of ITS' biggest customers and this position would assist in coordinating work between PHMDC and IT.

Examples of responsibilities include:

- Coordinate hardware, software, file access permissions, and technology needs for information management; Work may involve activity and resource planning, organizing and delegating tasks to members of an IT project team. Control time management, estimate costs, and aid in managing project risk
- Work will range from proactively researching, gathering cost information, vendor quotes and recommend hardware and software based on current or new City standards; Oversee third-party software implementations: Evaluate products, define requirements, participate in RFP's, participate in contract negotiations, create project plans, and facilitate project management.
- Gather PHMDC business needs and requirements and turn these goals into projects and detailed proposals to support PHMDC organizational effectiveness and meet PHMDC strategic priorities.
- Maintain inventory of computers, phones, cell phones, multi-function devices, and other hardware, including tracking assignment of devices by staff and location. And all related duties.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Information Technology ▼

SELECT YOUR AGENCY'S SERVICE:

Technical Services ▼

SERVICE NUMBER:

172

SERVICE DESCRIPTION:

This service supports the citywide network of high-speed fiber, City-owned computers and telephones, software upgrades and security patches, a City-owned wireless hotspot network, and digital video surveillance cameras. The service stays current with the latest security, hardware, and software technologies and recommends implementation of these technologies where appropriate. This service also includes the Media Team (Madison City Channel) that provides live coverage of City meetings and maintains taped replays and online archives of those meetings. The goals of this service are to continue to provide technology-based solutions that support customers' missions in all City departments/divisions and to provide data and application communication technology between government agencies and City residents and visitors.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,707,805	\$3,018,372	\$2,801,633	\$3,434,686	\$5,109,933	\$5,109,933
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,707,805</i>	<i>\$3,018,372</i>	<i>\$2,801,633</i>	<i>\$3,434,686</i>	<i>\$5,109,933</i>	<i>\$5,109,933</i>
<i>Budget by Major</i>						
Revenue	(\$58,481)	(\$63,000)	(\$276,230)	(\$55,000)	(\$55,000)	(\$55,000)
Personnel	\$2,839,086	\$2,899,755	\$3,075,714	\$2,731,065	\$2,829,497	\$2,829,497
Non-Personnel	\$285,606	\$708,740	\$531,767	\$1,372,422	\$2,949,319	\$2,949,319
Agency Billings	(\$358,406)	(\$527,123)	(\$529,618)	(\$613,801)	(\$613,883)	(\$613,883)
<i>Total</i>	<i>\$2,707,805</i>	<i>\$3,018,372</i>	<i>\$2,801,633</i>	<i>\$3,434,686</i>	<i>\$5,109,933</i>	<i>\$5,109,933</i>
FTEs		27.70		24.80	24.80	24.80

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

Deliver technology solutions that supports City services; Implement projects to successfull achieve business goals; sustain and optimie the City's technology portfolio; enable continuous innovation to support city service delivery.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Project Management	5	This service provides the project management and process and business analysis for Information Technology related projects.
IT Infrastructure	40	This service provides the backbone to support all Information Technology related resources and operations.
Administration	5	This service provides all administrative functions to the Information Technology Department, such as, legal and contract compliance, purchasing, payroll, budget, records management and RESJI.
Application Development and Support	5	This service provides software and database application resources.

Security	20	This service provides disaster recovery, risk management and incidental response to all Information Technology Systems.
Customer Service and Communication	25	This service provides for customer service (internal City and external residents, and visitors) assistance and support, digital signage, Madison City Channel, web, email list maintenance, and communication management.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

N/A

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select... ▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Maintaining a healthy technology infrastructure enables City staff and Policy Makers to collaborate and do their daily work, while keeping our City safe and supporting City services and programs. The program ensures that staff have fair access to work devices with minimal downtime.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Work is done in IT, but outcomes impact all City agencies and residents.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

As we continuously improve infrastructure services, we incorporate partner feedback on a project-to-project basis.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All City agencies, policy makers, residents, businesses will benefit from the expansion of this program. We get our feedback from City agencies, community partners and Policy makers.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

No, by maintaining a healthy technology infrastructure City staff and Policy Makers have the ability to collaborate and do their daily work, while keeping our City safe and supporting City services and programs.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Cross-promotional communication strategy and end user training.

2. Is the proposed budget or budget change related to a recommendation from any of the City’s teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$480,357

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Realizing salary savings	104,800	No change in service.
<input type="checkbox"/> Insert item		
Total	\$104,800	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$104,800	<ul style="list-style-type: none"> Position 821 – Currently budgeted at CG 18 Range 16 (\$118, 541). Hiring at CG 18 Range 14, holding the position for 6 months, for a total realized savings of \$73,800 Position 844 – Resolution #52455 authorizes the double-fill of position 844 for up to 4 years due to active military service. The 4 years of active military service is ending in June 2022. The double-fill of this position is not in the IT 2022 Operating Budget, and we are choosing to forego this budget item as part of our reductions. We will realize \$31,000 in cost savings.
Non-Personnel		
Agency Billings		
Total	\$104,800	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

n/a

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

We chose a partial reduction due to our lean IT Operating budget. If we identified any further reductions, there would be major disruptions in the continuity of operations for IT and the City of Madison. We will be implementing these reductions in 2021.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

None

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	80,000	Requesting a new Media Team position to support the audiovisual needs. AV Position: CG 16 R
Non-Personnel		
Agency Billings		
Total	80,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The position will be a recurring annual charge to the Audiovisual (AV) Systems Capital Program.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Increases will be reflected annually in the Audiovisual (AV) Systems Capital Program.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The position will be responsible for supporting the growing demand for the City's audiovisual products and systems, including flat panel displays, digital signage, projectors, videoconferencing products, and AV recording devices for training, collaborative conferencing, information displays, remote control monitoring, and Boards, Commission, and Committee meetings.

Submit

V2 062821

Landfill**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Other Restricted	990,318	1,076,213	974,956	1,157,895	380,708	1,284,865
TOTAL	\$ 990,318	\$ 1,076,213	\$ 974,956	\$ 1,157,895	\$ 380,708	\$ 1,284,865

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Landfill Management Maintenance	990,318	1,076,213	974,956	1,157,895	380,708	1,284,865
TOTAL	\$ 990,318	\$ 1,076,213	\$ 974,956	\$ 1,157,895	\$ 380,708	\$ 1,284,865

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(830,863)	(813,600)	(885,442)	(1,023,100)	-	(650,000)
Fine & Forfeiture	(3,359)	(2,000)	(955)	(2,500)	-	(3,000)
Investments & Other Contributions	(115,474)	(52,000)	(41,541)	(102,000)	-	(37,300)
Other Financing Source	(13,500)	(208,613)	(21,250)	(30,294)	-	(594,565)
Transfer In	(27,124)	-	(481)	-	-	-
TOTAL	\$ (990,318)	\$ (1,076,213)	\$ (949,669)	\$ (1,157,894)	\$ -	\$ (1,284,865)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	301,370	338,522	296,810	313,849	286,895	314,655
Benefits	96,594	105,595	106,319	97,244	93,813	99,476
Supplies	78,100	62,700	33,562	63,500	-	108,500
Purchased Services	270,000	312,421	281,889	569,834	-	604,812
Debt & Other Financing	172,818	-	-	-	-	-
Inter Depart Charges	125,136	259,875	211,851	124,468	-	162,422
Inter Depart Billing	(100,001)	(101,900)	(78,062)	(101,000)	-	(102,000)
Transfer Out	46,301	99,000	122,587	90,000	-	97,000
TOTAL	\$ 990,318	\$ 1,076,213	\$ 974,956	\$ 1,157,895	\$ 380,708	\$ 1,284,865



Department of Public Works
Engineering Division
 Robert F. Phillips, P.E., City Engineer
 City-County Building, Room 115
 210 Martin Luther King, Jr. Boulevard
 Madison, Wisconsin 53703
 Phone: (608) 266-4751
 Fax: (608) 264-9275
engineering@cityofmadison.com
www.cityofmadison.com/engineering

Deputy City Engineer
 Gregory T. Fries, P.E.
Deputy Division Manager
 Kathleen M. Cryan
Principal Engineer 2
 John S. Fahrney, P.E.
 Christopher J. Petykowski, P.E.
 Janet Schmidt, P.E.
Principal Engineer 1
 Christina M. Bachmann, P.E.
 Mark D. Moder, P.E.
 James M. Wolfe, P.E.
Facilities & Sustainability
 Bryan Cooper, Principal Architect
Land Information & Official Map Manager
 Eric T. Pederson, P.S.
Financial Manager
 Steven B. Danner-Rivers

**To: Mayor Satya Rhodes-Conway
 Dave Schmiedicke, Finance Director**

From: Robert F Phillips P.E., City Engineer

Date: July 9, 2021

Subject: Landfill 2022 Operating Budget

The Engineering Division is pleased to submit our 2022 operating budget for Landfill, an agency funded through the Landfill Remediation Fee.

Major Goals

The primary objective of the City of Madison’s Landfill group is to protect public safety and the environment. This is done primarily by minimizing the migration of gas and contaminated water from the landfill sites. The Landfill group also maintains usable green space.

COVID Recovery

The Landfill team has not been significantly impacted by the pandemic.

2022 Request & Equity

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

2022 Request & Sustainability

Although some native plantings areas have been established on the fringes of the landfills, the majority of the turf could be improved. In 2021, we are piloting the use of more pollinator friendly plants on or near the landfill cap at two landfills. Two sites have been prepared with seeding scheduled for fall and a third site will be prepared this fall for planting in 2022. This pilot project will assist us in developing a plan for expansion of improved pollinator habitat on landfills in future years. Note that the intent of the landfill cap is to prevent water from getting into the waste below. Therefore, plant species with deep roots may not be possible.

Major Changes in the 2022 Operating Request

The following projects are proposed for 2022:

- Mineral Point Condensate Piping. (\$60,000)
- Mineral Point Landfill Header Replacement – Replace 200 feet section of sagging gas header. (\$120,000)
- Olin Landfill Header Replacement – Replace 300 feet section of sagging gas header (\$90,000)
- Sycamore Landfill Groundwater Monitoring Wells – Add 3 wells (\$30,000)

Summary of Reductions

None

Optional Supplemental Request

None

Impact on rates

The Landfill Remediation Fee is not expected to change.

cc: Katie Crawley, Deputy Mayor
Christine Koh, Budget and Program Evaluation Manager
Stephanie Mabrey, Budget Analyst
Steve Danner-Rivers, Engineering Finance Manager
Kathy Cryan, Deputy Division Manager
Greg Fries, Deputy City Engineer

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Landfill

SELECT YOUR AGENCY'S SERVICE:

Landfill Management Maintenance

SERVICE NUMBER:

421

SERVICE DESCRIPTION:

This service manages the five closed landfills overseen by the City. The goal of this service is to eliminate the migration of landfill contamination and gas to maintain a clean environment.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$990,318	\$1,076,213	\$974,956	\$1,157,895	\$380,708	\$1,284,865
<i>Total</i>	<i>\$990,318</i>	<i>\$1,076,213</i>	<i>\$974,956</i>	<i>\$1,157,895</i>	<i>\$380,708</i>	<i>\$1,284,865</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$397,964	\$444,117	\$403,129	\$411,093	\$380,708	\$414,131
Non-Personnel	\$567,218	\$474,121	\$438,038	\$723,334	\$0	\$810,312
Agency Billings	\$25,135	\$157,975	\$133,789	\$23,468	\$0	\$60,422
<i>Total</i>	<i>\$990,318</i>	<i>\$1,076,213</i>	<i>\$974,956</i>	<i>\$1,157,895</i>	<i>\$380,708</i>	<i>\$1,284,865</i>
FTEs		4.17		4.17	4.17	4.32

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Landfill monitoring and maintenance activities are focused on eliminating the migration of landfill contamination and gas to protect the health and safety of our residents and environment.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Landfill Management and Regulatory Compliance	15	Plan, direct and implement landfill groundwater, leachate, and gas sampling and monitoring programs. Submit required data to WI-DNR. Prepare and submit plan modification requests and annual reports demonstrating compliance with regulatory requirement.
Monitoring and Sampling	45	Monitor landfill gas extraction and migration control systems. Perform leachate, condensate and water sampling.
Maintenance and Repair	40	Perform scheduled preventive maintenance and repair to landfill gas collection and migration control, leachate collection, and SCADA systems to assure reliable operation, maximize energy efficiency and protect taxpayers investment by maximizing useful life. Provide emergency response.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="4200"/>	<input type="text" value="\$11,460"/>	Reallocation of Permanent Wages Across Funds
Benefits	<input type="text" value="4200"/>	<input type="text" value="\$2,482"/>	Fringe Benefits Changes due to Reallocations
Total		<input type="text" value="\$13,942"/>	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	
Premium Pay	<input type="text" value="1250"/>	<input type="text" value="\$190"/>	Premium Pay
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$190"/>	

Explain the assumptions behind the requested funding.

Past experience

What is the justification behind the increased funding?

More reflective of past experience and expectations for 2022.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="1240"/>	<input type="text" value="46110"/>	<input type="text" value="\$65,000"/>	Decrease in estimated interest earnings based on recent experience

Explain the assumptions behind the change to budgeted revenue.

Interest earned on cash reserves has dropped due to lower returns on investments.

What is the justification behind the proposed change?

Better reflects expected earnings.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
------	-------	--------	-------------

1250

54000

\$73,725

Header replacement at Mineral Point & Olin; Discharge Piping at Mineral Point (postponed from 2021)

Explain the assumptions behind the requested funding.

Recommendations from our Landfill manager

What is the justification behind the increased funding?

Necessary preventative maintenance

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Monitoring and controlling landfill gas so that it does not migrate off-site and create a hazard is critical to protecting nearby residents and businesses. Our goal is to monitor and maintain the City's closed landfills to protect public safety and the environment and comply with required federal and state regulations. In 2022 we will be upgrading the aging gas extraction systems at two of the City's closed landfill sites, one of which is located in in the Burr Oaks neighborhood, which has a much higher percentage of BIPOC residents that the city as a whole. Both projects will improve the efficiency of the landfill gas extraction system, protecting nearby residents from hazardous gas exposure.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Abutting residents and businesses, recreational users of the land, and water utility customers served by wells within zone of influence.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The City's closed landfill's incorporate a variety of low impact recreational uses such as walking, biking, and off-leash dog areas. We are also looking to increase pollinator habitat through replanting select areas with native plants and grasses. Three of the the City's five closed landfill sites are located within environmental justice areas.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Wisconsin DNR, Parks, Public Health Madison and Dane County, Madison Metropolitan Sewerage District, abutting property owners, recreational users.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We maintain robust communications through a wide variety of channels - website; podcasts; social media; phone, and publicly accessible counters. Additionally, abutting property owners are directly notified of repairs via mail.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable

funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Library**Function: Public Facilities***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Library	17,703,567	19,163,603	19,163,603	18,849,564	19,196,114	19,196,114
Permanent	32,001	-	6,297	-	15,000	15,000
TOTAL	\$ 17,735,568	\$ 19,163,603	\$ 19,169,900	\$ 18,849,564	\$ 19,211,114	\$ 19,211,114

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Public Service	13,591,418	9,814,749	9,821,045	8,922,631	7,763,983	7,872,714
Community Engagement	351,725	528,186	528,186	929,282	1,820,573	1,741,728
Collection Resource & Access	1,775,707	2,042,421	2,042,421	2,193,694	2,755,008	2,752,066
Facilities	2,016,718	2,322,203	2,322,204	2,401,353	2,408,863	2,393,970
Admin & Marketing	(0)	4,456,045	4,456,045	4,402,604	4,462,687	4,450,636
TOTAL	\$ 17,735,568	\$ 19,163,603	\$ 19,169,900	\$ 18,849,564	\$ 19,211,114	\$ 19,211,114

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(1,295,770)	(76,226)	(1,294,013)	(1,368,883)	(1,488,658)	(1,331,460)
Charges For Services	(857,095)	(868,733)	(729,957)	(888,877)	(772,868)	(803,768)
Fine & Forfeiture	(218,597)	(250,000)	(65,389)	(23,700)	(23,700)	(23,700)
Investments & Other Contributions	(581,453)	(461,989)	(927,659)	(240,907)	(240,907)	(298,818)
Misc Revenue	(5,268)	(5,000)	(646)	-	-	-
Other Financing Source	(4,642,909)	-	(430,826)	(250,000)	-	-
Transfer In	(20,000)	(6,000)	(110,604)	(15,000)	(15,000)	(16,000)
TOTAL	\$ (7,621,093)	\$ (1,667,948)	\$ (3,559,094)	\$ (2,787,367)	\$ (2,541,133)	\$ (2,473,746)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	10,233,053	11,186,276	10,020,054	10,734,380	10,749,509	10,749,509
Benefits	2,793,386	2,890,097	2,973,147	2,947,470	2,992,450	2,992,450
Supplies	883,040	801,106	1,011,254	827,238	827,238	855,184
Purchased Services	3,721,340	2,776,835	3,652,744	4,041,321	4,081,263	3,985,930
Debt & Other Financing	4,718,544	-	1,884,096	-	-	-
Inter Depart Charges	110,921	132,191	136,653	131,022	131,287	131,287
Transfer Out	2,896,376	3,045,046	3,051,046	2,955,500	2,970,500	2,970,500
TOTAL	\$ 25,356,660	\$ 20,831,551	\$ 22,728,995	\$ 21,636,931	\$ 21,752,247	\$ 21,684,860



MADISON
PUBLIC
LIBRARY

To: Dave Schmiedicke, Finance Director

From: Greg Mickells, Library Director

Date: July 12, 2021

Subject: 2022 Operating Budget Transmittal Memo

201 W. Mifflin St.
Madison, WI 53703

608.266.6300 ph
608.266.4338 fax

Major Goals

In 2022, the Madison Public Library looks forward to a full year of completely resumed services to the public. Within each of our service areas, our goals include the following:

Public Services:

- Expand our work with Community Development Division and the Financial Navigator concept by exploring Financial Empowerment Center models within our buildings and identify ways to sustain the information dashboard created by the Navigator program.
- Fully operationalize wireless printing services, allowing residents to order printouts from their personal devices at home or in the library.
- Continue to provide technology access and support to residents along with first-rate reference service, reader's advisory services, and general customer service to everyone who enters our buildings or works with our staff.

Community Engagement:

- Continue to strengthen our relationships with community partners and other City agencies like MMSD, MSCR, Tenant Resource Center, Literacy Network, Briarpatch, City Clerk, CDD, etc.
- Expand the Library's literacy initiative: We Read.
- Continue to explore models like the Artist-in-Residence cohort to provide hands-on making opportunities, with a specific emphasis on hiring more artists from communities of color.
- Operationalize Community Engagement work to extend beyond programming to all aspects of library service.

Library Collection, Resources and Access

- In 2020 and 2021, the Library began diversity audits of its collection. In 2022, we plan to operationalize not only receiving the audits, but adjusting our purchases based on the audit findings.
- The library will continue to advocate for diverse content within our online resources. Access to many of our electronic resources is available through the South Central Library System (SCLS) or the Wisconsin Public Library Consortium, and MPL is well-represented in both of these organizations.
- As the cataloging agency for SCLS, library staff are planning to implement a project to decolonize the catalog subject headings.

Facilities

- With the complete turnover of the Library's Technology Department, one major goal for 2022 will be to onboard and support the transition of new staff while maintaining the library's essential technology services to the public, utilizing both South Central Library System and City networks.
- Begin a West side strategic plan similar to the East side strategic plan which was adopted by the Common Council in 2016. This plan will have the same goal as the first, which will be to thoroughly engage residents to determine service gaps and make recommendations to address those gaps in the most cost effective way possible.

Administration and Marketing:

- In 2021, the Library Management Team worked with consultants to explore the organizational culture and structure of the library and assess our technology processes. In 2022, we plan to continue this work, implementing recommendations from both of these consultant reports to make us a more nimble organization that can better meet the needs of our patrons.
- Work will continue on the library's data dashboard and map out our plan for moving from five services to seven in accordance with our Results Madison goals.
- Library Management Team will continue to work towards creating and implementing a training structure that supports all employees, with an emphasis on making racial equity and social justice training accessible to all levels within the organization.

COVID Recovery

Madison Public Library's space, services, and collection are critical to aiding Madison residents in recovery efforts. Our buildings have provided spaces for partners like Mentoring Positives and the Tenant Resource Center to physically meet with program participants to provide support and resources. We have served as pop-up vaccination clinics, blood donation centers, and voting hubs. As more partners have seen success in our spaces, this need for physical meeting space has only increased as COVID restrictions have been lifted. In addition to our spaces, our technology support, information services, and collection resources are essential for residents. Throughout the pandemic and beyond, residents depend on the libraries for computer access to support resume building and job searches, printers and faxes for printing out government forms, and library staff to help navigate these filing processes. Our reference line has received thousands of calls with wide-ranging questions, and our Financial Navigator services provide in-depth information to residents struggling financially. As the Navigator program sunsets, we expect that these clients will continue to work with library staff to help meet these information needs and are preparing to train additional staff accordingly. Our collection, both online and physical, also meets a wide variety of information and entertainment needs, which help support our residents to educate themselves, take a break, and recover from this stressful time.

Due to budget cuts in the 2021 budget process, the Alicia Ashman Library and the Monroe Street Library have seen serious reductions in their overall hours of service. As residents in these neighborhoods seek to recover, they have fewer opportunities to use the space, technology, and resources our buildings hold. This is especially concerning on the far west side, as Alicia Ashman is the closest library to both the Wexford Ridge and Tree Lane

neighborhoods. In addition, the library lost over 6% of our staff through the cuts, which results in fewer employees who support the needs across the library system and the City. Unfortunately, the 2022 cost to continue budget leaves us no room to return to longer service hours or higher staffing levels.

2022 Request & Equity

Madison Public Library has numerous equity-based projects that impact both the internal operations of the organization and its external relationships with the community. Internally, the library's Racial Equity Change Team has a comprehensive work plan that looks at everything from how and on what the library trains its staff to how our behavior policies impact our customers. This analysis and policy change work will continue throughout 2022, but it is crucial that we maintain current staffing levels to do so. Externally, the library's Community Engagement Team led by Annie Weatherby-Flowers is looking at ways to operationalize engagement in all we do. This team has many deep partnerships within the community that have led to impactful community events like the It Takes a Village event on the south side of Madison that pulled together multiple City departments and community organizations to provide resources and an opportunity to connect with the Park St neighborhoods.

2022 Request & Sustainability

Library Facilities works closely with City Engineering to implement a sustainable approach to the operation of our libraries. This includes the installation of solar panel arrays (currently at Central Library, Alicia Ashman Library, the Library Service and Support Center, in the planning stages at Pinney Library), LED lighting upgrades (all neighborhood libraries by 2022, Central Library by 2024) and optimal HVAC operation through coordination of automated building systems.

Major Changes in 2022 Operating Request

We are not proposing any major changes within our Cost to Continue budget.

Summary of Reductions

Library staff has included a reduction spreadsheet with our materials outlining the details of each proposed reduction, including why it was chosen, the service implications of the reduction, the RESJ impacts and the ranking of most acceptable to least acceptable. The proposed reductions are summarized below.

Long-term sustainable (\$45,000 reduction): After a thorough examination of our existing operating services and practices, we have identified a number of services we can reduce or fully eliminate in the long-term. These include: the elimination of Zendesk phone service; a reduction in service on our in-house printer; the elimination of armored car service; and a reduction in our marketing budget.

Short-term sustainable (\$233,004 additional reduction): These reductions include areas that could possibly be funded through donations from other entities like the Madison Public Library Foundation or Friends of the Madison Public Library on a short-term basis. However, long-term funding from these outside sources is unlikely, and eliminating these areas completely in the long-term would have negative consequences on our services and our

ability to meet staff needs, in some cases. These reduction areas include: furniture, training and travel, memberships, Adobe licenses, HVAC hours, program supplies and services, and Sunday hours at the Central Library.

Service reductions (\$681,666 additional reduction): The bulk of these reductions are staff positions, which will result not only in lay-offs of current staff (as all of these positions will be filled in 2021), but will also result in reduced open hours to the public, particularly in the evenings at the Central Library, and on Sundays at the Lakeview and Goodman South Libraries. It would also reduce staffing levels at neighborhood libraries to the point that most days, libraries would be operating at a level only one or two sick calls away from having to close.

Optional Supplemental Request

During the pandemic, the Library expanded the delivery service to Spanish-speaking and in-home daycare facilities, using funds from the Madison Public Library Foundation. Post-pandemic, the Library wishes to expand the delivery service further and operationalize it. The expansion of the delivery service will support childcare providers, specifically Spanish-speaking providers and other in-home childcare providers, who may not have easy access to library locations or funds to build their childcare site's own book collection. This consistent and free access to books in both English and their native language (whatever language that may be), provides critical early literacy support for young children, which then sets them up for later success in school.

We look forward to answering any questions you may have regarding our operating budget submission at our August meeting.

Sincerely,



Greg Mickells

Library Director

c.c. Linda Vakunta

Betsy York

Krissy Wick

Susan Lee

Mark Benno

Lori Suiter

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Administration and Marketing

SERVICE NUMBER:

505

SERVICE DESCRIPTION:

This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting the library's nine locations. The goal of this service to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$4,456,045	\$4,456,045	\$4,402,604	\$4,462,687	\$4,450,636
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$0	\$4,456,045	\$4,456,045	\$4,402,604	\$4,462,687	\$4,450,636
<i>Budget by Major</i>						
Revenue	(\$4,002,083)	(\$56,070)	(\$209,694)	(\$35,000)	(\$35,000)	(\$54,400)
Personnel	\$1,271,899	\$1,250,512	\$1,379,449	\$1,262,258	\$1,320,341	\$1,320,341
Non-Personnel	\$2,631,000	\$3,140,464	\$3,165,151	\$3,055,818	\$3,057,818	\$3,065,167
Agency Billings	\$99,184	\$121,139	\$121,139	\$119,528	\$119,528	\$119,528
Total	\$0	\$4,456,045	\$4,456,045	\$4,402,604	\$4,462,687	\$4,450,636
FTEs		2.70		11.27	12.15	12.15

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

The Administration and Marketing Service of Madison Public Library provides for the system-wide leadership of the library across all departments, along with the marketing and web services that promote the library's nine locations. This service supports the area of Effective Government, specifically in advancing strategy 7, which is ensuring that the City of Madison government is transparent and accountable. This service is responsible for determining the library's service provision using community-driven engagement practices and principles of racial equity and social justice; collecting and analyzing data to support City and Library data initiatives; effectively managing the Library's finances; and providing oversight, management and support to Library staff. The Library Administration and Marketing Service actively contributes to citywide initiatives and has served as a leader in bringing back in-person service and supporting community recovery efforts. We actively seek out opportunities to work with other City agencies to build capacity in delivering our services and constantly strive to provide support, development opportunities, and direction to our staff.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Payment to Debt Service	66%	The Library's payment of \$2,955,500 is paid out of this service.
Library System--wide Management	20%	A large part of the remaining funds in this service is used for salaries of system-wide managers.
Library Marketing and Web Services	10%	The Library Marketing Department includes 3.0 FTE and funds for advertising and printing.
Library Finance Department	4%	The Library Finance Department includes 2.0 FTE.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-12051

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

Increases to Memberships, Food & Beverage (Madison Public Library Foundation funded) and Software Licenses and Supplies reflect historical increases.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1200	43	\$3,000	Reimbursement of Expense
1200	46	\$16,400	Contributions and Donations

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 43: This represents the paper orders processed for SCLS in conjunction with MPL paper orders.

Major 46: Library is reallocating these revenues among the five services to more accurately reflect what these contributions and donations have been spent on.

What is the justification behind the proposed change?

Major 43: With libraries in the South Central Library System resuming full services in 2022 we are anticipating the same pre-Covid levels of paper order requests.

Major 46: In the past donations budget was recorded in Public Services or Community Engagement. Library is allocating the donation revenue across the services to align with the expenses related to the donations.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1200	53	\$5,820	Increase in office supplies, software licenses and food and beverage.
1200	54	\$1,529	Increase in memberships .

Insert item

Explain the assumptions behind the requested funding.

Major 53: With branches fully open, office supplies is increased to pre-COVID levels. Software licenses increased for bi-annual renewals. Food and beverage increased for staff appreciation gatherings, fully funded by Madison Public Library Foundation.

Major 54: Increase in Memberships

for annual increases and to include a new membership started in 2020

What is the justification behind the increased funding?

Library is submitting a balanced budget request across the five services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Public Library strives to center principles of racial equity and social justice in all we do. We have already pivoted many of our programs and services to prioritize serving patrons from marginalized populations, and we continue to examine our staffing, culture, and services through an equity lens. In addition, MPL has made several hiring practice changes in order to have a more inclusive staff that better reflects the BIPOC community, which demonstrates a strong message of support and a better cultural awareness within our neighborhood service areas. The proposed, balanced, cost to continue budget continues library services at current levels with this racial equity lens firmly in place.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

System-wide, we have made many changes to library services to remove barriers and address gaps, such as eliminating fines, adjusting hiring practices using equitable hiring tools, working with more diverse groups of artists in residence, and analyzing our behavior policy. By maintaining the library budget at its cost to continue levels, we will maintain this focus on communities of color, lower income communities, and those otherwise marginalized communities. And, by serving them well, everyone in Madison benefits.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This service area contains many managers who make up the library's data management team and community engagement team. These groups together are building dashboards to better tell the library's story through data, along with creating frameworks to better analyze our programs and services. As a more internally focused service, the teams gather feedback from frontline staff through surveys, town hall meetings, and focus groups, which then inform the tool creation (which will enable us to get more comprehensive feedback from library customers in the future).

MPL has been extremely intentional in creating opportunities for input from Madison's BIPOC community with a variety of direct community conversations. Our Communities Inspiring Libraries established the Tell Us tool for having small targeted community conversations, followed by the Imagination Center at Reindahl Park Scoping Study in preparation for design of a new co-location of City agencies project, and Amplifying Community Voices a study of expanding virtual connections to City services. We are currently embarking on a youth voice project as part of MPL's You(th) Belong project, as well, utilizing summer interns to gain feedback on how MPL can better support and interact with teens. All of these studies have informed equity decisions for improving and expanding our services to the BIPOC community.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their

perspectives directly and, if so, how have you incorporated their feedback?

Library administration and marketing staff regularly work with community partners and City agencies as part of their work. Some examples include: leading or participating in Neighborhood Resource Teams; serving on City-wide RESJI teams; serving as trainers for HR/OD classes; sitting on United Way Community Solutions Teams, where information from community providers helps to inform library programs and services; assisting the Mayor's Office with communication plans, etc. Because of the relationships we form with these partners, consistently gaining feedback and asking for differing perspectives that then shape our service offerings is simply how we do business.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, we are not able to restore these hours (which we estimate to be \$137,500 for Alicia Ashman and \$70,000 for Monroe Street) within the current cost to continue budget.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and one on one communication methods (email, phone call, etc.). Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

NRTs -- a number of the library's managers not only serve on NRTs, but lead them. Much of the information learned in those meetings is then shared with all library management and influences decisions that the management team makes, specifically on programming.

Madison Public Library Racial Equity Change Team (RECT) -- much of the library's training goals for the upcoming year are a result of RECT's recommendations and work plan.

Equitable Workforce Plan -- the processes MPL follows in hiring, along with the regular offering of check-ins and exit interviews were all outlined in recent equitable workforce plans.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$959,806

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

\$30,540

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
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Activity	\$Amount	Description
In house printing maintenance contract.	12,000	Library can change the maintenance contract type to realize savings and still maintain a level of maintenance that is acceptable.
Reduce marketing funds.	2,000	The Marketing and Web Manager is agreeable to this cut. Funding for MPL branded items (shirts, book bags, etc.) can be requested from the Foundation.
Reduce Conferences & Training	5,000	Total reduction of \$11,000 across Public Services, Community Engagement and Admin & Marketing services.
Reduce Memberships	11,540	Urban Libraries Council, American Library Association, LSA Advocacy Outreach and SHLB memberships are very important for Library staff to stay connected with peers across the country.
<input type="checkbox"/> Insert item		
Total	\$30,540	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$30,540	Portions of this reduction are sustainable for future years: In house printing maintenance contract and reduction of marketing funds. Conference & Training and Memberships will not be sustainable, as the Foundation would only fund these for 1 - 2 years.
Agency Billings		
Total	\$30,540	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years? ▾

Does the proposed reduction result in eliminating permanent positions? ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? ▾

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

In house printing maintenance contract: Exploration of canceling contract: not recommended by our staff due to age of equipment. During research, staff member found a different type of maintenance contract with Corporate Business Solutions. This results in savings and maintains current maintenance levels.

Reduce marketing funds: Based on historical spending review and potential of Madison Public Library Foundation funding.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Reduce Memberships: This could be something funded by the Library Foundation.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

In house printing maintenance contract RESJ impact: None.

Reduce marketing funds RESJ impact: None.

Reduce Conferences & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Reduce Memberships RESJ impact: Many library-specific memberships include access to high quality, public services specific RESJ trainings that we would no longer have access to.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Col Res and Access

SERVICE NUMBER:

503

SERVICE DESCRIPTION:

This service is responsible for the acquisition, cataloging, and processing of all materials in all formats in the library collection. The Madison Public Library is the resource library and largest member of the South Central Library System (SCLS). SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,775,707	\$2,042,421	\$2,042,421	\$2,193,694	\$2,755,008	\$2,752,066
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,775,707	\$2,042,421	\$2,042,421	\$2,193,694	\$2,755,008	\$2,752,066
<i>Budget by Major</i>						
Revenue	(\$2,293,996)	(\$938,671)	(\$2,374,201)	(\$1,966,603)	(\$2,079,878)	(\$1,960,130)
Personnel	\$1,369,911	\$1,459,029	\$1,502,017	\$1,322,715	\$1,865,989	\$1,865,989
Non-Personnel	\$2,699,793	\$1,522,063	\$2,914,605	\$2,837,582	\$2,968,897	\$2,846,207
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,775,708	\$2,042,421	\$2,042,421	\$2,193,694	\$2,755,008	\$2,752,066
FTEs		12.75		13.25	19.25	19.25

PRIORITY

Citywide Element Culture and Character

Describe how this service advances the Citywide Element:

A rich and comprehensive library collection, including materials in a variety of formats and languages, is essential to an informed citizenry. The Library's collection exposes patrons to different perspectives and supports intellectual freedom. The collection provides materials to meet the educational, entertainment and information needs of all segments of the community. The operating budget for Collection Resources & Access supports the electronic resources collection as well as periodicals (while print materials are supported through the Capital budget). MPL provides databases on a wide array of topics from immigration law and small business to comic books. In addition, this budget covers our subscriptions to over 1,100 magazines and newspapers. MPL provides access to the Overdrive collection of e-books, audiobooks, and videos through its membership in the Wisconsin Public Library Consortium. Use of electronic resources, especially Overdrive, has increased every year, with a major jump in 2020. MPL customers are some of the heaviest users nationwide.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Collections Ordering	40%	This activity includes the selection of materials (using data from a variety of sources) and the actual placing of orderd with vendors.
Collection Cataloging	35%	This activity provides access to the collection through cataloging and classification according to national and local standards.
Collection Processing	25%	This activity involves the online receipt, "linking" and invoicing of all items as well as the processing of the physical items (jackets, cases, labels, etc.)

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-2942

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

Library received notification of the actual amounts for the 2022 Dane County contract, it will remain the same as 2021 because 2020 COVID-19 data will not be used in the calculation of fees.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1200	42	\$133,598	Updated Dane County contract to known amounts.
1200	43	\$7,500	Removed AV & Book rentals revenue, no longer have those materials.
1200	46	(\$20,350)	Donation revenue increases
1200	49	(\$1,000)	Transfer in revenue increases

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42: Dane County Library Service informed MPL the contract amount will remain the same as 2021.

Major 43: AV & Book rental revenue removed.

Major 46: Based on known annual donations.

Major 49: Based on known Trust Fund draw.

What is the justification behind the proposed change?

Major 42: Once MPL knew the amount is going to be the same we adjusted the revenue and expense, removing the anticipated increases.

Major 43: We do not anticipate having rental materials available.

Major 46: These are known commitments.

Major 49: Increased Trust Fund draw which is based on previous year's earnings in the account.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
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1200	53	(\$3,074)	Decrease in postage request
1200	54	(\$119,616)	Decrease in Dane County contract

Insert item

Explain the assumptions behind the requested funding.

Major 53: We are anticipating less mailing costs with more in person services and access in 2022.

Major 54: We were informed the Dane County contract will remain the same as in 2021.

What is the justification behind the increased funding?

Major 53: Postage expense pre-Covid had been decreasing slightly.

Major 54: Updated budget request to known actual. There is a corresponding decrease in revenue.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget benefits Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) by increasing free access to more library materials in many languages and perspectives and making them available online. MPL's fee for Overdrive is driven by use and is now 19% of our annual expenditures for all materials.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, staffing levels, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library does not keep demographic information on its users, however, based upon anecdotal experience and the questions asked by library users, we know that many of our patrons identify as a member of a marginalized population. Library reference staff regularly keep track of the types of questions they receive so that staff training, library service promotion, collection requests, etc. can inform the types of services we provide and the method by which we provide them.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

BIPOC residents, teachers, childcare providers, assisted living and resident care facilities, families and lower income patrons make up various library Community Partners who are invested in a robust library collection and partnering with the library for programming and space needs in conjunction with the collection. The library has also provided programming resources to the Department of Civil Rights and agencies requiring public notice and may benefit other City Agencies at any time. We connect citizens with City services by making that information easily findable on the Library's e-resources webpage.

The Madison Public Library planning team has conducted extensive neighborhood research and Community Engagement Librarians have feedback from Community Partners about increasing certain collection areas, specifically for children and in Spanish. There are also tools available for patrons to submit collection requests through an online form, in person and via email. In addition, social media provides an outlet for collecting even more information from the community. For the Overdrive collection the Collection Development Committee of the Wisconsin Public Library Consortium has surveyed member libraries for recommendations on increasing the collection's diversity. Some ideas have already been implemented. For example, in response to the Black Lives Matter movement, Overdrive worked with publishers to obtain simultaneous-use formats of some diverse titles. One of these titles, *So You Want to Talk About Race*, was the sixth highest circulating title of 2020.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

With the Library Materials operating budget remaining static we are limited in our ability to expand the electronic and subscription collections. This also adds to the gap between what Madison spends per patron (\$3.78) and what other suburban libraries in Dane County spends per patron (\$10.10 on average). It also adds to the challenge of increasing areas of the collection that may be under-represented due to lack of budget, for example Spanish language Picture Books. We are in the process of conducting a library-wide diversity audit of the collection that will reveal gaps with regards to collection areas specific to race, non-binary and transgender people, and people with disabilities. Checking out library materials has always been free, but additionally, the library utilized racial equity and income data when planning for a fine-free library for overdue items. Library materials have always been accessible to those who may be experiencing homelessness or poverty as well as those with undocumented status. The Madison Public Library Board approved Collection Development Policy provides a framework for the growth and development of collections in support of the Library's mission to "provide free and equitable access to cultural and educational experiences and celebrate ideas, promote creativity, connect people, and enrich lives."

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, we are not able to restore these hours (which we estimate to be \$137,500 for Alicia Ashman and \$70,000 for Monroe Street) within the current cost to continue budget.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to focus on a collection marketing plan and share and gather input from Community Partners during visits and planning sessions.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

MPL RECT -- The library's Racial Equity Change Team has included the recommendation in their work plan that the library utilize Ingram's diversity audit every year and that collection staff incorporate the report's purchasing recommendations into the library's purchasing budget.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
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Activity	\$Amount	Description
Eliminate Brinks service	13,600	With Library going fine free there are fewer in-person payments and staff are willing to take this on.
<input checked="" type="checkbox"/> Insert item		
Total	\$13,600	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$13,600	Eliminate Brinks service
Agency Billings		
Total	\$13,600	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

Eliminate Brinks Service: With Library going fine free there are fewer in-person payments and staff are willing to take this on.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminate Brinks Service RESJ impact: none.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input checked="" type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		

Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Community Engagement

SERVICE NUMBER:

502

SERVICE DESCRIPTION:

This service is responsible for program providers and performers associated with community engagement activities and collaborative projects for all ages. The goal of the service is to foster a diverse patron and partner base and programs and services that are based directly on residents' needs and wants.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$351,725	\$528,186	\$528,186	\$929,282	\$1,820,573	\$1,741,728
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$351,725	\$528,186	\$528,186	\$929,282	\$1,820,573	\$1,741,728
<i>Budget by Major</i>						
Revenue	(\$416,505)	(\$121,100)	(\$366,392)	(\$36,500)	(\$36,500)	(\$168,980)
Personnel	\$429,280	\$374,251	\$764,095	\$697,601	\$1,588,892	\$1,588,892
Non-Personnel	\$338,951	\$275,035	\$130,483	\$268,181	\$268,181	\$321,816
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$351,726	\$528,186	\$528,186	\$929,282	\$1,820,573	\$1,741,728
FTEs		7.00		7.60	18.00	18.00

PRIORITY

Citywide Element

Economy and Opportunity

Describe how this service advances the Citywide Element:

Community Engagement (502) provides for all aspects of programming at the Madison Public Library, which directly supports the strategy of closing the educational opportunity gap. Over half of Madison Public Library programs specifically work with youth during the out of school/pre-formal school time. Throughout the pandemic, library programming staff adapted to creating programs in a virtual format and are now a critical partner to many other City agencies and community organizations as they re-engage with youth and families in-person. Library staff are partnering with Parks on their family movie nights and outdoor events; with the Clerk's office to register voters across the City in non-traditional settings; with the UW and its All of Us initiative, which aims to enhance the diversity of its health research; with Public Health to offer pop-up clinics; with our first ever Artist-in-Residence cohort, who are working with youth on the topic of inclusion; and more.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Programming	100%	Funds in Community Engagement support contracting with local artists, entrepreneurs, experts, and organizations to provide classes at our 9 library locations. It also covers the expense of the supplies these contractors and our staff conducting programs need. The Bubbler staff that are funded in this area spend all of their time on planning and conducting programs, as well.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-78845

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

Increased Contributions and Donations, reallocated from Public Services. Reduced funding for program supplies and services.
 Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1200	42	(\$3,500)	Other Unit of Government Revenues Operating
1200	43	\$4,100	Charges for Services
1200	46	(\$133,080)	Contributions and Donations

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42 and 43: Dane County Library System had confirmed 2021 Beyond the Page grants will be \$2,700. Shifting revenue to correct source, removing from charges for services, \$3,500 confirmed 2022 amount for Youth Literacy grants.

Major 46: Contributions and Donations shifted from Public Services.

What is the justification behind the proposed change?

Major 42: We confirmed these grants will continue in 2022 and confirmed 2022 amounts.

Major 46: Reallocated Contributions and Donations from Public Services.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1200	53	\$12,580	Net for decrease in software license & supplies and increase in program supplies.
1200	54	\$41,055	

Insert item

Explain the assumptions behind the requested funding.

Increases in program supplies and services due to reallocation of Contributions and Donations from Public Services to Community Engagement.

What is the justification behind the increased funding?

Library is presenting a balanced budget across all services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Currently, library programming staff make great efforts to not only provide programming directed at meeting the needs of BIPOC, people living with lower incomes, and other marginalized populations but to hire people from those communities to provide library programs. The budget outlined in our cost to continue proposal will keep the Library programming and Community Engagement efforts going at their current levels.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

As a library, we generally do not keep demographic information for individuals who attend our programs. However, much of the work we do involves working with partners who have this information or cater to specific, marginalized populations (for example, we will create programs specifically for Briarpatch, who work with youth experiencing housing insecurity). Because we work so closely in partnership with these groups, we regularly get feedback from them (who get their feedback directly from the youth and families involved) and create programs that address their needs. These relationships then create an organic response to needs (for example, when Briarpatch needed a rain location for their prom event, they reached out to us for help, and we were able to provide it).

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have too many partners to include everything here, but a sampling includes:

Clerk's office – we have included voter education and registration into a number of our existing events and Dream Bus stops within neighborhoods across the City; Parks – we are holding library play and literacy events in parks and adding literacy elements to parks events like movie nights; CDD – library staff are part of the priority youth conversations and assist heavily with the Wanda Fullmore Internship program; MMSD – library staff meet regularly with the Family, Youth and Community Engagement department to find ways to bring youth and families together; Madison Reading Project -- the library's We Read program is being promoted at all Madison Reading Project stops, as they distribute project kits on behalf of the library; and Briarpatch (examples listed above). Again, we believe incorporating partner and community feedback happens organically as we build and maintain relationships. The Live Well @ MPL project beautifully illustrates this. Originally, community partners came to us with an idea for health-related programming for women of color. The program series was initially supported through our Library Takeover Project, but it has now become a regular programming initiative for us. And, as each program happens, the community conversations that take place help to shape the next event(s). So, not only are women of color now accessing different means of health education and support, they are helping to shape future opportunities for others.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, we are not able to restore these hours (which we estimate to be \$137,500 for Alicia Ashman and \$70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We keep our partners informed of upcoming budget changes on an ongoing basis through our regular email and in-person exchanges. At this time, however, because our cost to continue keeps things the same, we have not communicated any budget messages.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

[Empty text box for identifying the respective group and recommendation]

NRT – NRT feedback regularly influences library programming initiatives. For example, on the north side, connections and information from the NRT created the opportunities for Lakeview Library staff to support programming initiatives for youth like the Saturday teen events in 2019 or the upcoming summer block parties.

RESJI –Part of the MPL RESJI Team’s work plan is to maintain, strengthen, and grow our partnerships with organizations serving marginalized communities, which the Community Engagement service focuses on. It has also inspired our contract analysis project, which is expected to result in us increasing our connections with contractors of color, specifically in the areas of programming and engagement work.

Equitable Workforce Plan – We use the equitable hiring tool on all of our positions at least once every three years, which has helped us see an increase in our hiring of candidates of color. For Community Engagement work, it is crucial that we have staff that look like the communities we are trying to reach.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$958,987

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

\$274,420

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce Conferences & Training	1,000	Total reduction of \$11,000 across Public Services, Community Engagement and Admin & Marketing services.
Reduce Adobe Software licensing	10,000	Library will ask the Foundation to fund these licenses used in conjunction with programming and marketing.
Reduce Program Supplies	75,500	A cut of this size represents a 62% decrease in spending on program supplies. This would result in a substantial decrease in our ability to provide hands-on educational programming. Even if staff were able to gain funds through grants, their time would need to be spent on writing requests and reports, so programming would still be reduced at some level. A small cut of 10-15% could be sustainable, however.
Reduce Program Services	72,000	A cut of this size represents a 60% decrease in spending on program services. This would result in a substantial decrease in our ability to provide hands-on educational programming. Even if staff were able to gain funds through grants, their time would need to be spent on writing requests and reports, so programming would still be reduced at some level. A small cut of 10-15% could be sustainable, however.
Reduce Librarian position 0.2	16,121	Reducing frontline positions reduces the speed with which all library patrons get their materials and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.
Eliminate Central evening hours.	99,799	This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing homelessness. Total reduction eliminating Central evening hours is \$375,029 in these services: \$162,413 in Public Services; \$99,799 in Community Engagement; and \$112,817 in Facilities.
Insert item		
Total	\$274,420	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$115,920	Reduce Librarian position 0.2; eliminate Central evening hours eliminates 1 FTE and reduces 1.0 FTE to 0.7.
Non-Personnel	\$158,500	Reduce Conferences & Training; Adobe software licensing; program supplies and services.
Agency Billings		
Total	\$274,420	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 12 hourly positions.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Reduce Adobe Software licensing: This could be something funded by the Madison Public Library Foundation .

Reduce Program Supplies: These funds could partially be replaced by Madison Public Library Foundation fund raising, but not on a long-term basis, and not without expenses in the form of staff time.

Reduce Program Services: These funds could partially be replaced by Madison Public Library Foundation fund raising, but not on a long-term basis, and not without expenses in the form of staff time.

Reduce Librarian position 0.2: This would result in reduced programming; programming that is generally targeted towards marginalized populations.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save (versus cutting evening hours at multiple libraries across the City).

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Reduce Conferences & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Reduce Adobe Software licensing RESJ impact: If funding is not received from MPLF, library patrons, many of whom identify as BIPOC (specifically youth), will not have access to these programs.

Reduce Program Supplies RESJ impact: The library has made many strides in our programming that support both the needs of communities of color in Madison and also artists and educators of color in our community. Reducing programming negatively impacts our ability to both meet those community needs and support Madison's BIPOC arts and education communities.

Reduce Program Services RESJ impact: The library has made many strides in our programming that support both the needs of communities of color in Madison and also artists and educators of color in our community. Reducing programming negatively impacts our ability to both meet those community needs and support Madison's BIPOC arts and education communities.

Reduce Librarian position 0.2 RESJ impact: A loss of staff means fewer programs; programs which are targeted towards marginalized communities. A .2 reduction in a librarian position equals one full day of program capacity lost. Some librarians may run 4 or 5 programs a day, so this is potentially a significant loss in programming.

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Delivery of Library materials.	15000	Pre-pandemic, the Library delivered materials to assisted living facilities using volunteers. During the pandemic, the Library expanded the delivery service to Spanish-speaking and in-home daycare facilities, using funds from the Madison Public Library Foundation. Post-pandemic, the Library wishes to expand the delivery service further and operationalize it.
<input type="checkbox"/> Insert item		
Total	15,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel	15,000	Delivery service charges.
Agency Billings		
Total	15,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Library Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

There will potentially be minor inflation increases over the years, but expansion of this service does not require additional staffing.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The expansion of the delivery service will support childcare providers, specifically Spanish-speaking providers and other in-home childcare providers, who may not have easy access to library locations or funds to build their childcare site's own book collection. This consistent and free access to books in both English and their native language (whatever language that may be), provides critical early literacy support for young children, which then sets them up for later success in school.

Submit

VZ 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Facilities

SERVICE NUMBER:

504

SERVICE DESCRIPTION:

This service is responsible for all activities and services associated with the operation of Madison Public Library's nine public libraries and the Library Maintenance Support Center. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$2,016,718	\$2,322,203	\$2,322,204	\$2,401,353	\$2,408,863	\$2,393,970
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,016,718	\$2,322,203	\$2,322,204	\$2,401,353	\$2,408,863	\$2,393,970
<i>Budget by Major</i>						
Revenue	(\$385,665)	(\$222,459)	(\$154,916)	(\$141,609)	(\$32,100)	(\$51,412)
Personnel	\$1,074,204	\$1,078,590	\$1,076,962	\$1,118,561	\$1,111,866	\$1,111,866
Non-Personnel	\$1,316,442	\$1,455,020	\$1,384,644	\$1,412,907	\$1,317,338	\$1,321,757
Agency Billings	\$11,737	\$11,052	\$15,514	\$11,494	\$11,759	\$11,759
Total	\$2,016,718	\$2,322,203	\$2,322,204	\$2,401,353	\$2,408,863	\$2,393,970
FTEs		10.80		12.80	12.92	12.92

PRIORITY

Citywide Element Culture and Character

Describe how this service advances the Citywide Element:

The Madison Public Library Facilities service supports the strategy of providing safe and affirming community spaces. During typical years, the Madison Public Library locations support nearly 2 million visits. The Library is committed to maintaining (in this order) safe, accessible, comfortable and welcoming buildings. We partner with the public, Library staff, City Engineering staff and appropriate vendors to maintain safe facilities which serve the entire community. In addition, we work to support the City's Green and Resilient commitments by constantly seeking ways to both reduce facility operations costs and increase environmental sustainability through initiatives such as solar panel installations, geothermal well systems and LED light replacements. During the COVID-19 pandemic, we have diligently worked to ensure that all staff have appropriate PPE and workspace protections and are trained on safe cleaning practices. We provide a consistent supply of all materials they need to make their environments safe for themselves and library patrons.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Building Maintenance	30%	Performing repairs, responding to user requests, coordinating preventative maintenance, coordinating vendor assistance.
Custodial Tasks	30%	Cleaning Central Library, maintaining janitorial supplies, responding to custodial emergencies at Central and neighborhood libraries.
Building Projects	30%	Scheduling, coordinating and completing major building projects such as renovations, refurbishments and new construction.
Planning	10%	Planning for new facilities, designing new facilities and engaging the public and staff on future library facility needs.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
 Library is adjusting expense budgets to align more accurately with historical costs.
 Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="42"/>	<input type="text" value="\$27,100"/>	Federal Revenues Operating decrease
<input type="text" value="1200"/>	<input type="text" value="43"/>	<input type="text" value="(\$39,500)"/>	Charges for Services increase
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="(\$6,912)"/>	Contributions and Donations increase

Insert item

Explain the assumptions behind the change to budgeted revenue.
 Major 42: It was confirmed there will not be an eRate rebate in 2022.
 Major 43: Increased Catering Concessions and Facility Rental with the resumption of Central Library events.
 Major 46: Anticipated purchases using Endowment funds in 2022.

What is the justification behind the proposed change?
 Major 42: It was confirmed there will not be an eRate rebate in 2022.
 Major 43: Library's Events Coordinator has several reservations pending for 2022.
 Major 46: Sequoia branch anticipates using Endowment funds for some furniture purchases.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
------	-------	--------	-------------

1200	53	\$10,262	Supplies
1200	54	(\$5,843)	Purchased Services

Insert item

Explain the assumptions behind the requested funding.

Major 53: Increase for events software not purchased in 2021 but needed in 2022 with the resumption of events. Slight increases in safety supplies for the branches.

Major 54: Decrease in Pinney building repairs (as this is a new building, minimal repairs are anticipated). Decrease in Fire Protection (Library changed companies for this service and realize a savings).

What is the justification behind the increased funding?

Major 53: 2021 had reduced expenses due to branch closures, 2022 is anticipated to have increased supplies needs.

Major 54: 2022 anticipated needs decreases funding.

Library is presenting a balanced budget request across all services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Public Library strives to center principles of racial equity and social justice in all we do. Our spaces provide safe and welcoming environments for everyone to gather, and we specifically strive to accommodate the needs of BIPOC, lower income and other marginalized populations through our facilities' design, customer service, and policies. The proposed, balanced, cost to continue budget continues library facility hours at current levels with this racial equity lens firmly in place.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

System-wide, we have made many changes to library services to remove barriers and address gaps, such as eliminating fines, adjusting hiring practices using equitable hiring tools, working with more diverse groups of artists in residence, and analyzing our behavior policy. Specifically in terms of facilities, the Dream Bus works to remove barriers by bringing library resources to communities outside of our traditional buildings. By maintaining the library budget at its cost to continue levels, we will maintain this focus on communities of color, lower income communities, and those otherwise marginalized communities. And, by serving them well, everyone in Madison benefits.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library does not keep demographic information on its users, however, based upon anecdotal experience, we know that many of our patrons identify as members of a marginalized population. As part of our Results Madison plan, we are working to create ways to get user feedback on an ongoing basis, specifically around who is using our spaces (meeting rooms/study rooms) and how we can better meet both their needs and the needs of those not currently using the space.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Many City agencies use our spaces for essential services, such as polling locations and heating/cooling shelters, and for city-wide programs, like the Wanda Fullmore Intern program (CDD) and City Leadership conferences (HR/OD). In addition, many partner agencies such as the Tenant Resource Center, Mentoring Positives, Briarpatch, MSCR, Social Good Madison, MMSD, and others use our spaces for everything from major events like Forward Fest to one on one tutoring spaces. Our staff works closely with all of these groups to receive feedback and ensure their space needs are being met. We also use their feedback to inform future space planning. For example, the feedback from organizations is being used in our planning processes for the Central Library refresh in 2023.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, we are not able to restore these hours (which we estimate to be \$137,500 for Alicia Ashman and \$70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and one on one communication methods (email, phone call, etc.). Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$959,806

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

\$245,887

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Eliminate Furniture budget	22,964	Libraries in need of furniture will need to use Endowment funds or ask their Friends or the Foundation for funding. Most facilities have recently been remodeled using donations, expense reimbursement and levy funding.
HVAC hours reduction	30,000	During COVID staff began working flexible schedules to limit capacity in work areas. Staff who continue to work flexible schedules will have to choose between comfort levels for heating and cooling, as they will not be kept as cold/warm outside of public operating hours. (Temperature levels will still be within OSHA guidelines during all hours.)

Activity	\$Amount	Description
Eliminate Library Planner position	80,106	Madison Public Library currently lacks a number of important plans to direct the change and growth of the library system as the City of Madison grows. Without the Planner position, MPL will continue to lack the expertise needed to get these plans (a master facilities plan, a westside siting plan, a strategic plan, etc.) created.
Eliminate Central evening hours.	112,817	This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing homelessness. Total reduction eliminating Central evening hours is \$375,029 in these services: \$162,413 in Public Services; \$99,799 in Community Engagement; and \$112,817 in Facilities.
<input type="checkbox"/> Insert item		
Total	\$245,887	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$149,259	Library would hope to realize these savings through attrition of other positions before having to eliminate the newest staff member; or to potentially fund this position with the Reindahl capital project. Eliminating Central evening hours results in a lay off of 1.0 FTE custodial staff.
Non-Personnel	\$96,628	Furniture purchases would need to be funded by donations. HVAC hours reduction would result in staff who are flexing time outside of open hours being uncomfortable. Eliminating Central evening hours reduces energy expenses by an estimated \$43,664.
Agency Billings		
Total	\$245,887	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 14 hourly positions.

Eliminate furniture budget: Most facilities have recently been remodeled using donations, expense reimbursement and levy funding.

HVAC hours reduction: We believe this could be a sustainable way to adjust operations and save money. What is unknown is the affect on the Library's collections if the buildings are warmer in the summer and colder in the winters.

Eliminate Library Planner position: MPL could potentially fund this position with the Reindahl capital project.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminate furniture budget RESJ impact: Currently, libraries in wealthier neighborhoods have more robust endowments and Friends groups. It may be more difficult to raise funds for a library like Meadowridge, which serves a more diverse audience than some other library locations. However, with advance planning and preparation, we feel it can be accomplished.

HVAC hours reduction RESJ impact: None.

Eliminate Library Planner position RESJ impact: Without well-researched, comprehensive plans, we cannot be the most effective in targeting our services to areas that need resources the most (most often in or near communities of color).

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Public Service

SERVICE NUMBER:

501

SERVICE DESCRIPTION:

This service is responsible for the delivery of services to the Library's patrons and members of the community both in and outside of library facilities. Public Service focuses on direct provision of reference and research assistance, reader's advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. The goal of the service is to provide individualized library services to meet patrons' needs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$13,559,416	\$9,814,749	\$9,814,748	\$8,922,631	\$7,748,983	\$7,857,714
Other-Expenditures	\$32,001	\$0	\$0	\$0	\$15,000	\$0
Total	\$13,591,417	\$9,814,749	\$9,814,748	\$8,922,631	\$7,763,983	\$7,857,714
<i>Budget by Major</i>						
Revenue	(\$522,844)	(\$329,648)	(\$453,891)	(\$607,655)	(\$357,655)	(\$238,824)
Personnel	\$8,881,147	\$9,913,992	\$8,270,678	\$9,280,715	\$7,854,871	\$7,854,871
Non-Personnel	\$5,233,115	\$230,405	\$1,997,961	\$249,571	\$266,767	\$241,667
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$13,591,418	\$9,814,749	\$9,814,748	\$8,922,631	\$7,763,983	\$7,857,714
FTEs		93.10		89.40	74.00	74.00

PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

Public Services (501) supports the Economy and Opportunity element, specifically advancing the strategy of closing the educational opportunity gap. Throughout the pandemic and into this recovery period, our Reference and User Services department has pivoted services to helping people sign up for free or low cost internet services, troubleshoot online education issues, find tax assistance, fax essential government forms, navigate online job applications, and more. This staff has also been trained as Financial Navigators in partnership with Community Development to assist people with their financial needs and recovery. Our circulation department has pivoted from curbside service to in-person service, while our collection continues to meet the educational and entertainment needs of our community. Madison Public Library locations have continued to offer computer access, wireless internet access, and wireless printing options and are now expanding printing access to those wanting to order prints from home. Public Services staff perform all of these functions with racial equity at the top of their minds, attending numerous trainings to ensure that they are providing the best and most equitable service to the people of Madison.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Reference and User Services	40%	Reference and User Services includes all staff that provide reference services, reader's advisory services, and program planning for adults.
Circulation	24%	Circulation includes all staff that deal with checking materials in and out, helping customers with library cards and problem items, and handling other library material procedures.
Youth Services	20%	Youth Services includes all staff that develop and lead programs for youth and their caregivers from ages 0 - 18.
Neighborhood Library Management	10%	Neighborhood Library Management includes 6.0 FTE Library Supervisors that oversee the 9 Library locations.

Library Technology and Other Operating Supplies

6%

This area accounts for replacing computers, paying software and licensing fees, and funding additional supplies that the libraries may need, such as mileage, insurance, etc.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Change from cost to continue to agency request reflects reallocation of budget among Library's services.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="\$118,831"/>	Donations and Contributions has been reallocated across Library's services.

Insert item

Explain the assumptions behind the change to budgeted revenue.

The majority of donations and contributions are for Community Engagement, Collections and Facilities.

What is the justification behind the proposed change?

Aligning budget request with correct Library services.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="53"/>	<input type="text" value="\$2,358"/>	

Increase in office supplies request to align with historical costs when Library branches are open.

1200

54

(\$12,458)

Decrease due to cost to continue included one-time charges from 2020.

Insert item

Explain the assumptions behind the requested funding.

With Library branches opening for additional public services the office supplies expenses are expected to return to pre-COVID amounts.

What is the justification behind the increased funding?

Library is presenting a balanced budget request across all services. Some budget has been shifted across services to better reflect actual expenses.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Many BIPOC, people living with lower incomes, and people who are otherwise marginalized rely on the library (both its resources and its staff) to help navigate essential life tasks like applying for government assistance, applying for jobs, researching entrepreneurship opportunities, accessing technology like computers and printers, and more. The budget outlined in our cost to continue proposal will keep the Library at its current open hours and staffing levels.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, staffing levels, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library does not keep demographic information on its users, however, based upon anecdotal experience and the questions asked by library users, we know that many of our patrons identify as members of a marginalized population. Library reference staff regularly keep track of the types of questions they receive so that staff training, library service promotion, collection requests, etc. can inform the types of services we provide and the method by which we provide them.

The data collected to analyze the impact of going fine free did show clear disparities within service areas that related to lower income and marginalized populations. This information also led to changing the library locations for our Sunday hours to better address the equity needs within higher need service areas.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library works with too many community partners and City agencies to list them all; however, a sample includes: CDD -- based on their experience and community feedback, we will continue the Financial Resources Hotline through October of 2021 with a plan to explore other financial literacy models like financial empowerment centers in 2022; Clerk's office -- as 2022 includes several major elections, we anticipate using many of our library locations as absentee voting and voter registration sites throughout the year, using feedback they receive throughout the year to make the service as accessible as possible; and MMSD -- we regularly work with MMSD and MSCR to determine the best locations to provide Dream Bus service across the City based upon the needs of youth and families with whom they work.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, we are not able to restore these hours (which we estimate to be \$137,500 for Alicia Ashman and \$70,000 for Monroe Street) within the current cost to continue budget.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and community relationships like those with alders, Library Friends groups, programming partners, and neighborhood associations. Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

NRT – Neighborhood Resource Teams have been consulted regularly regarding Dream Bus stop locations.

RESJI – Part of the MPL RESJI Team's work plan is to examine our operating procedures and policies. One of the major projects this team is working on involves an equity analysis of our behavior policy. A second analysis looking at who we contract with is also being completed, and is expected to assist us in increasing our connections with contractors of color.

Equitable Workforce Plan – We use the equitable hiring tool on all of our positions at least once every three years, which has helped us see an increase in our hiring of candidates of color. In addition, to support this staff of color, we now have a thriving BIPOC affinity group, which meets monthly to provide support and training opportunities.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$959,806

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

\$395,223

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Phone reference services utilizing Zendesk	17,400	When all branches are fully connected to the city's network, the Library can shift phone reference services to utilize City VOIP phone features.
Reduce Conferences & Training	5,000	Total reduction of \$11,000 across Public Services, Community Engagement and Admin & Marketing services.
Eliminate Central Library Sundays	75,000	Staffing at Central Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.

Activity	\$Amount	Description
Eliminate Lakeview Library Sundays	22,000	Staffing at Lakeview Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.
Eliminate Goodman South Madison Library Sundays	22,000	Staffing at Goodman South Madison Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.
Eliminate 5 Page positions (15 hours/week, targeting Pinney first)	62,975	These positions would be reduced through attrition. However, due to last year's staffing cuts, neighborhood libraries are already at a reduced staffing level. Losing additional positions will increase the likelihood of rolling library closures, as people call out sick or try to take vacation time.
Reduce multisite position from 1.0 to 0.6	28,435	Multisites are critical in keeping all 8 neighborhood libraries operating when other staff call out sick or are gone on vacation or due to medical/family needs. Fewer days of multisite coverage increase the likelihood of libraries closing due to staffing shortages.
Eliminate Central evening hours	162,413	This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing homelessness. Total reduction eliminating Central evening hours is \$375,029 in these services: \$162,413 in Public Services; \$99,799 in Community Engagement; and \$112,817 in Facilities.
<input checked="" type="checkbox"/> Insert item		
Total	\$395,223	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$372,823	Eliminate 5 Page positions system-wide; eliminate Central evening hours reduces 1 permanent staff and 9 hourly positions; reduce position from 1.0 to 0.6.; Central, Goodman South and Lakeview eliminate Sunday hours reduces staff extra hours/overtime.
Non-Personnel	\$22,400	Eliminate Zendesk, reduce Conferences and Training, energy savings at Central due to reduction of open hours.
Agency Billings		
Total	\$395,223	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 14 hourly positions.

Phone reference services utilizing Zendesk: When all branches are connected to the city network, Zendesk service will no longer be necessary.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Eliminate Central Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate Lakeview Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate Goodman South Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate 5 Page positions (15 hours/week, targeting Pinney first): Due to the nature of the position, there is a higher rate of turnover amongst Library Pages, so we can most likely eliminate these positions through attrition, rather than lay-offs.

Reduce multisite position from 1.0 to 0.6: This is at employee request. We would not approve this due to operational needs, but if budget cuts are required, we would rather take voluntary reductions, rather than forcing lay-offs.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save versus cutting hours at more locations across the City.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminating Zendesk has no RESJ impact.

Reducing Conference & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Eliminate Central Library Sundays RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed on Sundays, there will be more stress on other support sites like the Beacon and area churches.

Eliminate Lakeview and Goodman South Madison Sundays RESJ impact: In 2020, the Library Board voted to move Sunday hours to the Goodman South and Lakeview Libraries to better support the access of families of color. Eliminating Sunday hours at these locations would reduce this access.

Eliminate 5 Page positions RESJ impact: Reducing frontline positions reduces the speed with which all library patrons get their materials (which could result in higher payments to other Dane County libraries, if users choose to go elsewhere) and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.

Reduce multisite from 1.0 to 0.6 RESJ impact: Reducing frontline positions reduces the speed with which all library patrons get their materials (which could result in higher payments to other Dane County libraries, if users choose to go elsewhere) and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Mayor**Function: General Government***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,353,887	1,513,669	1,167,645	1,123,505	1,157,216	1,099,232
TOTAL	\$ 1,353,887	\$ 1,513,669	\$ 1,167,645	\$ 1,123,505	\$ 1,157,216	\$ 1,099,232

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Mayor	1,353,887	1,262,265	1,103,793	906,570	937,504	934,304
Food Policy & Programming	-	251,404	58,875	-	-	-
Sustainability	-	-	4,976	216,935	219,712	164,928
TOTAL	\$ 1,353,887	\$ 1,513,669	\$ 1,167,645	\$ 1,123,505	\$ 1,157,216	\$ 1,099,232

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(2,188)	-	-	-	-	-
Transfer In	-	-	(221,211)	-	-	-
TOTAL	\$ (2,188)	\$ -	\$ (221,211)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,180,560	1,200,867	1,194,099	1,146,188	1,174,820	1,127,575
Benefits	357,940	330,517	320,761	295,482	290,904	279,865
Supplies	15,377	14,142	6,741	14,142	14,322	14,322
Purchased Services	126,839	291,436	190,548	67,297	76,774	77,074
Inter Depart Charges	2,934	3,104	3,104	3,123	3,123	3,123
Inter Depart Billing	(327,576)	(326,397)	(326,397)	(402,727)	(402,727)	(402,727)
TOTAL	\$ 1,356,075	\$ 1,513,669	\$ 1,388,855	\$ 1,123,505	\$ 1,157,216	\$ 1,099,232

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Mayor

SELECT YOUR AGENCY'S SERVICE:

Mayor

SERVICE NUMBER:

191

SERVICE DESCRIPTION:

This service provides overall administrative guidance for City officers and agencies. The service submits an annual Executive Budget to the Common Council, encourages citizen participation in City government, monitors State and national issues that affect the welfare of City residents, and provides public information for various organizations and individuals.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,353,887	\$1,262,265	\$1,103,793	\$906,570	\$937,504	\$934,304
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$1,353,887	\$1,262,265	\$1,103,793	\$906,570	\$937,504	\$934,304
<i>Budget by Major</i>						
Revenue	(\$2,188)	\$0	(\$221,211)	\$0	\$0	\$0
Personnel	\$1,538,500	\$1,414,980	\$1,509,883	\$1,227,185	\$1,248,762	\$1,248,762
Non-Personnel	\$142,216	\$170,578	\$138,414	\$78,989	\$88,346	\$85,146
Agency Billings	(\$324,642)	(\$323,293)	(\$323,293)	(\$399,604)	(\$399,604)	(\$399,604)
Total	\$1,353,887	\$1,262,265	\$1,103,793	\$906,570	\$937,504	\$934,304
FTEs		12.00		10.00	10.00	10.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The Mayor's Office coordinates and directs City activities to ensure effective, efficient, and equity-centered City functions.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administration	35	Specific functions of this service include: (1) direct City officers in the performance of their duties and responsibilities, (2) supervise the development and implementation of operational goals, (3) appoint and evaluate agency heads as provided by ordinance, (4) review agency plans, policies and procedures for soundness and proper coordination, and (5) provide direct guidance to agencies experiencing significant policy or organizational difficulties.
Inter-Agency Staff Teams	10	Direct inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency.
Resident Participation	10	

Specific functions of this service include: (1) encourage resident participation in City government by making resident appointments to City committees, (2) training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements, (3) maintaining a database of resident candidates interested in appointment to City committees, and (4) responding to concerns and initiatives presented by residents and assisting them in their relations with City agencies

State and Federal Monitoring

5

Monitor State and national issues that affect the welfare of City residents including representing the City's interests in the State budget process, legislation, and administration, acting as liaison with the City's State legislative delegation, and maintaining contact with State and Federal legislators and administrators.

Public Information

30

Provide public information through the preparation and distribution of press releases, position papers and correspondence, scheduling and conducting press conferences and interviews, representing the City at civic meetings and official functions and responding to inquiries from the press, organizations and individuals.

Budget Development

10

Submit an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-3,200

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

None

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Mayor's Office guides and directs City functions to prioritize racial equity and the needs of people with lower incomes and who are otherwise marginalized.

- | | |
|--|--|
| a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? | BIPOC, people with lower incomes, employees in protected classes, and others indirectly benefit by Mayor's Office administration of City functions. |
| b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? | Direct engagement with people and organizations; daily email feedback; City workforce DEI data; other data as gathered by departments for specific projects or services. |
| c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? | Functions relate to administering City government. |
| d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. | No harms identified. |
| e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? | Continued meetings, events, written materials, media engagement, email, etc. |

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Mayor	-3,200	Transferred \$500 from Furniture and \$2,700 from Other Services to Mayor-Sustainability service to fund USDN membership.
<input checked="" type="checkbox"/> Insert item		
Total	(\$3,200)	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	(\$3,200)	
Agency Billings	\$0	
Total	(\$3,200)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Brings budget in line with anticipated expenditures.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

None.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input checked="" type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Mayor

SELECT YOUR AGENCY'S SERVICE:

Sustainability

SERVICE NUMBER:

193

SERVICE DESCRIPTION:

This service is focused on reducing the City's energy footprint and implementing the 100% Renewable plan. This service is responsible for overseeing the Sustainability capital program funded in the Engineering-Facilities Management capital budget. The goal of this service is to serve as a catalyst to produce a culture change for the community that integrates sustainability and environmental value.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$4,976	\$216,935	\$219,712	\$164,928
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$4,976</i>	<i>\$216,935</i>	<i>\$219,712</i>	<i>\$164,928</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$4,976	\$214,485	\$216,962	\$158,678
Non-Personnel	\$0	\$0	\$0	\$2,450	\$2,750	\$6,250
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$4,976</i>	<i>\$216,935</i>	<i>\$219,712</i>	<i>\$164,928</i>
FTEs		0.00		2.00	2.00	2.00

PRIORITY

Citywide Element Green and Resilient

Describe how this service advances the Citywide Element:

This service is focused on reducing the City's energy footprint and implementing the 100% Renewable plan. This service is responsible for overseeing the Sustainability capital program funded in the Engineering-Facilities Management capital budget. The goal of this service is to serve as a catalyst to produce a culture change for the community that integrates sustainability and environmental value.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Sustainability Policy and Plan Development and Implementation	40	Sustainability Policy and Plan Development and Implementation: Plan and direct the programs, services and staff to implement City sustainability, climate, and resilience goals. Oversee implementation of the Sustainability Plan and the 100% Renewable Energy Plan.
Outreach, Engagement, and Citywide Programs	40	Coordinate with City staff and community partners to develop sustainability initiatives.
Sustainable Madison Committee Administration	20	Provide staff support, including meeting minutes and agendas, for this Committee

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0.55 FTE of staff time will be charged to Ca...

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

None

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? Yes

Type	Fund	Amount	Description
Perm Wages		(\$47,245)	0.55 FTE total from two positions will be charged to Sustainability Improvement Fund in Capital Budget
Benefits		(\$11,039)	Associated benefits with 0.55 FTE
Total		(\$58,284)	

Explain the assumptions behind the allocation change.

Staff work is related to implementing Capital programs.

What is the justification behind the allocation change?

Relates to the proportion of staff time implementing Capital programs.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	54	\$3,500	Other Services

Insert item

Explain the assumptions behind the requested funding.

Transfer funding from the Mayor's service for memberships.

What is the justification behind the increased funding?

USDN 2022 membership.

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This program addresses climate impacts and climate resilience, which have a disproportionate impact on BIPOC, people with lower incomes, and people with health and mobility issues. Work includes improving housing for lower-income apartment renters, increasing funding for renewable energy on affordable housing, and issuing grants to community organizations for climate work.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Lower income apartment residents, people living in affordable housing, people vulnerable to climate impacts, and community organizations awarded grants.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Heat and geographic data, building stock data, energy burden data, lead home data.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Multiple community NGOs focused on climate, energy, sustainability, housing have been engaged and involved in the work.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. None identified.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? Meetings, email, public events and presentations, Committee engagement, project-specific outreach.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$57,900

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

\$58,285

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Sustainability Policy and Plan Development and Implementation	58,285	No service level change is anticipated. Budget will shift from Operating Budget to Capital Budget
<input type="checkbox"/> Insert item		
Total	\$58,285	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$58,285	0.55 FTE
Non-Personnel		
Agency Billings		
Total	\$58,285	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Transferring staff time from Operating Budget to specific Capital Budget projects that staff time is directed to implementing.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

No impacts on the end user. No impacts to mitigate.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select... ▼

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

Metro Transit

Function: Transportation

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	-	-	-	-	-	-
Metro Transit	58,125,655	59,413,849	55,724,897	62,234,102	61,667,659	61,394,749
TOTAL	\$ 58,125,655	\$ 59,413,849	\$ 55,724,897	\$ 62,234,102	\$ 61,667,659	\$ 61,394,749

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Fixed Route	54,555,891	54,667,456	52,690,266	57,503,194	56,912,712	56,639,802
Paratransit	3,569,765	4,746,393	3,034,631	4,730,908	4,754,947	4,754,947
TOTAL	\$ 58,125,655	\$ 59,413,849	\$ 55,724,897	\$ 62,234,102	\$ 61,667,659	\$ 61,394,749

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General Revenues	-	-	(6,023,521)	-	-	-
Intergov Revenues	(28,394,856)	(28,487,200)	(40,854,639)	(33,977,200)	(33,155,418)	(34,382,508)
Charges For Services	(14,636,899)	(14,844,000)	(8,743,773)	(12,045,587)	(12,045,587)	(12,045,587)
Licenses & Permits	(5,775)	(7,330,000)	-	(7,500,000)	(7,500,000)	(6,000,000)
Misc Revenue	(577,175)	(200,000)	(85,431)	(200,000)	(200,000)	(200,000)
Other Financing Source	(7,752)	-	-	-	-	-
Transfer In	(14,503,198)	(8,552,649)	(17,532)	(8,511,315)	(8,766,654)	(8,766,654)
TOTAL	\$ (58,125,655)	\$ (59,413,849)	\$ (55,724,897)	\$ (62,234,102)	\$ (61,667,659)	\$ (61,394,749)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	29,612,815	31,596,692	29,597,747	31,890,730	31,381,729	31,433,405
Benefits	14,085,290	11,484,950	11,289,791	12,300,718	12,241,016	12,241,016
Supplies	5,107,849	5,386,983	5,090,914	5,721,983	5,721,983	4,817,183
Purchased Services	6,914,171	8,242,337	5,338,960	8,141,204	8,143,464	8,693,678
Debt & Other Financing	563,677	1,062,630	2,742,611	-	-	-
Inter Depart Charges	1,841,853	1,640,257	1,664,874	2,114,977	2,114,977	2,144,977
Transfer Out	-	-	-	2,064,490	2,064,490	2,064,490
TOTAL	\$ 58,125,655	\$ 59,413,849	\$ 55,724,897	\$ 62,234,102	\$ 61,667,659	\$ 61,394,749



Department of Transportation

Metro Transit

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Customer Service: (608) 266-4466
mymetrobus@cityofmadison.com
www.mymetrobus.com

To: Satya Rhodes-Conway, Mayor
Dave Schmiedicke, Finance Director

From: Justin Stuehrenberg, Metro General Manager

Date: 7/12/2021

Subject: Metro 2022 Operating Budget Proposal

Dear Mayor Rhodes-Conway and Mr. Schmiedicke,

I'm pleased to present Metro's proposed 2022 Operating Budget. This budget reflects the current fiscal and public health realities to slow the growth in operating costs and to build back to 100% service due to service cuts made during the COVID-19 pandemic.

COVID RESPONSE & RECOVERY

Metro expects to see continued diminished revenues due to COVID-19. We are currently running at approximately 85% of previous service levels, and are planning to restore all pre-pandemic services by mid-2022. Our 2022 budget requests include reducing many supply items and shifting funds to fill the gap in lost revenues. Metro is focusing on continued driver recruitment in order to staff moving to 100% service levels, while also helping to reduce current overtime costs.

2022 REQUEST & EQUITY

Metro service serves a critical need in job access for disadvantaged communities. For many, Metro is the only way that they have to get to gainful employment, shopping, and education. Our 2022 budget proposal includes a line item for an onboard survey, which is critical to obtaining necessary data from current riders. This data will allow us to make more informed decisions on routing and scheduling to better serve all area residents and community members.

2022 REQUEST & SUSTAINABILITY

Metro service has a tremendous impact on both environmental and economic sustainability for the City of Madison. Transit offers a way to move about the city without a car, reducing the harmful effects of pollutants and traffic dangers. Transit also allows people to move without putting additional stress on our street network, without which there would be far more cars on the roads and requiring more dollars be spent to expand and maintain streets.

MAJOR CHANGES IN 2022 OPERATING REQUEST

Overall, there is little change compared with our cost to continue budget. However, there are some changes:

- Several changes to assist with network redesign and getting to pre-pandemic service levels:
 - On-board rider survey, which can be reimbursed up to 80% with federal grant funding
 - Addition of a Data Analyst position
 - Increased recruitment to fill open vacancies for driver positions, will increase service and reduce overtime
- Reduction in fuel costs due to timely contracting at a low rate
- Reduction in overtime & premium pay with changes in staff scheduling
- Changes due to the acquisition of the FedEx location to prepare for increased service levels & future BRT
 - Three new staff (1 custodian & 2 utility workers)
 - Increase in utility costs
 - Addition of an Office Administrative Assistant

SUMMARY OF REDUCTIONS

Metro is expecting a reduction in fare revenues and in state revenues. Fortunately, CARES act funding will be used to offset those reductions in 2022.

I look forward to additional discussion.

Sincerely,

Justin Stuehrenberg
Metro General Manager

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Metro Transit

SELECT YOUR AGENCY'S SERVICE:

Fixed Route

SERVICE NUMBER:

851

SERVICE DESCRIPTION:

This service is responsible for: (1) planning and coordinating all fixed route transit improvements and programs and (2) the repair and maintenance of the Metro transit bus fleet. The goal of this service is to provide transportation for customers to a comprehensive network of destinations throughout the City.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$54,555,891	\$54,667,456	\$52,690,266	\$57,503,194	\$56,912,712	\$56,639,802
<i>Total</i>	<i>\$54,555,891</i>	<i>\$54,667,456</i>	<i>\$52,690,266</i>	<i>\$57,503,194</i>	<i>\$56,912,712</i>	<i>\$56,639,802</i>
<i>Budget by Major</i>						
Revenue	(\$53,673,294)	(\$56,156,533)	(\$54,432,548)	(\$57,506,562)	(\$56,825,353)	(\$56,552,443)
Personnel	\$43,187,592	\$42,503,095	\$40,328,433	\$43,648,302	\$43,055,560	\$43,107,236
Non-Personnel	\$9,537,068	\$10,537,708	\$10,710,563	\$11,811,452	\$11,813,712	\$11,459,126
Agency Billings	\$1,831,232	\$1,626,653	\$1,651,270	\$2,043,440	\$2,043,440	\$2,073,440
<i>Total</i>	<i>\$882,598</i>	<i>(\$1,489,077)</i>	<i>(\$1,742,282)</i>	<i>(\$3,368)</i>	<i>\$87,359</i>	<i>\$87,359</i>
FTEs		452.17		457.36	458.99	462.00

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Loss of the ability to provide for current levels are projected to impact those routes which are more vulnerable due to ridership, but more necessary to ensure equitable transit to all parts of the City. Structural inequities present in the community could be exacerbated by the loss of these critical transit services. For every dollar of transit service, APTA estimates a four dollar return to the economy.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
transporting passengers	74%	This service addresses the need of individuals who are seeking transportation to get safely, reliably and equitably to their jobs, health care, educational facilities and other essential destinations for a productive and satisfied life. There are currently 339 employee positions in the operations department including 306 full-time drivers and 1 part-time driver.
marketing, advertising, community outreach	3%	This service is responsible for creating relationships and satisfying customers. Fifteen employees are responsible for various tasks such as answering customer questions in the call center. Several provide counter assistance at the pass sales window. Other responsibilities include managing the advertising program, branding, media and communications design, and promoting programs such as the Commute Card Program.
planning and scheduling	1%	

This service includes five employees responsible for bus stop and shelter amenities, route planning and analysis for existing and potential new private sector and municipal customers, special event detour management along with ridership data collection and maintenance.

bus and facilities maintenance

18%

Seventy-three employee positions service, clean, and repair buses to ensure that the fleet is safe, reliable and attractive.

Eleven transit building and grounds employees maintain bus shelters, transfer points and the major bus facilities.

administration and finance

4%

Nine employees perform administrative and ten financial services. Administration addresses the policies and procedures of Metro Transit. IT maintains Metro's technology systems. Finance is responsible for planning, organizing, auditing, accounting and controlling Metro's finances. This service also is responsible for routine and specialized grant management, as well as, federal compliance with all relevant laws and regulations. Two new organizational positions are being proposed for 2021: a data analyst and office administrative assistant. These positions will be offset with a reduction in cleaner positions.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Metro is proposing several budget neutral changes to personnel. We currently have 3 vacant bus cleaner positions, which we will not fill in order to use the salary availability to add two new positions: Data Analyst and Office Administrative Assistant.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Select... ▼

Fund Major Amount Description

Form with input fields for Fund, Major, Amount, and Description.

Insert item

Explain the assumptions behind the change to budgeted revenue.

Based on the cut in state funding to Metro as signed into the biennial budget, we will be supplementing with additional rescue funds to make up the difference.

What is the justification behind the proposed change?

Empty text box for justification.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ▼

Fund Major Amount Description

Form with input fields for Fund, Major, Amount, and Description.

Insert item

Explain the assumptions behind the requested funding.

Empty text box for assumptions.

What is the justification behind the increased funding?

Empty text box for justification.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Metro's budget is in support of the essential service of public transportation. The core population served by public transit is transit dependent. People with lower incomes (BIPOC are overrepresented in this group) are more often transit dependent. Maintaining and improving transit service provides access to jobs, education, child care, medical appointments, food shopping and more.

Specific budget requests, such as for additional personnel – converting a part-time Graphics Technician to full-time and creating an Administrative Assistant position – will help create better conditions for transit riders. The Graphic Artist will have more time to devote to materials to help riders understand and use the redesigned service (maps, Ride Guide). The Administrative Assistant will relieve those duties from our Assistant to the General Manager who can focus more time on recruitment and hiring which is essential for obtaining and retaining staff in order for transit service to be able to recover to pre-pandemic levels.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Transit dependent populations, commuters and businesses who need employees all benefit from a robust transit service. Metro is currently undergoing a network redesign process. This will include an Equity Analysis to ensure the redesigned service does not disproportionately burden marginalized communities.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Our Title VI plan has maps that track service area population by race, disability, income and age (over 65). We can overlay this with our service area. These demographics are considered when redesigning our network in order to make sure we are not disproportionately burdening those populations with service changes.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Empty text box for community partners.

A variety of agencies and businesses in our service area would be affected and care about public transit in order to make sure customers can take advantage of their services and employees can get to work. This includes public facing City agencies. Our 7 service partners have been consulted on the network redesign and over 100 smaller business pass partners would also be interested.

In addition, we have a variety of standard ways we inform the public and gather feedback from both individuals and organizations.

- Transportation Commission and Transportation Policy and Planning Board meetings and public hearings
- Polls and surveys, including our most recent about BRT service
- News releases
- Rider update emails
- Text alerts
- Social media
- Digital information displays
- Print newsletters for paratransit riders (language of choice and large print)
- Website (English, Spanish and screen-reader accessible)
- Bus flyers
- Bus stop flyers
- Targeted mailings

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Major Metro initiatives, including the BRT and Network Redesign include robust public engagement processes that are actively seeking input broadly across the community. We also have \$400,000 in the 2022 budget for an on-board survey.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$438,333

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

\$438,333

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
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Activity	\$Amount	Description
Consultant Services	320,000	We currently have consultant services in the budget for \$400,000. This is to hire a company to complete an on-board rider survey, in accordance with Title VI. We are applying for a federal grant which could cover 80% of this cost for tranist planning, which would save potentially \$320,000 by getting additional funds elsewhere.
Overtime Costs	150,000	We are working on a number of different ways to reduce overtime costs overall. One group alone has saved \$100,000 in OT costs just in the first 6 months of 2021 by scheduling their staff in a different manner. We are also looking to fill open positions that are budgeted for, reducing the need for overtime for the staff currently working extra to complete work due to vacant positions.
<input type="checkbox"/> Insert item		
Total	\$470,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$150,000	Overtime costs
Non-Personnel	\$320,000	Consultant services
Agency Billings		
Total	\$470,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Metro is required to complete an on-board survey in accordance with Title VI. We will need to go through and complete the survey that has been added to the budget regardless, but would use additional rescue funds to fill in the gap, if necessary.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

The proposed reductions are the easiest ways to continue service at current levels, and even work back to pre-pandemic levels, without causing additional strain on our staff or resources. With know we are required to complete a survey this coming next year, we did our due dilligence to see if there was a grant or other funding to help offset this cost, which there was. We have also been working on ways to try to lessen employee overtime costs, and are currently working on a plan to present at bargaining for the represented employees. If we are able to fill the vacancies in operations (drivers and mechanics/maintenance/buildings and grounds), the current staff would not have as much overtime, but also have a better work/life balance, and increase morale.

Of special mention, Metro also reduced the line item for diesel fuel by \$1,000,000 for 2022. This is due to the ability to capture a large savings by contracting almost a million gallons at a much lower price than we've seen in years, due to the pandemic. This is also helped by the fact that service continues to run at about 80%, but it is expected to get back to full service by summer of 2022. As such, this \$1m savings is in the budget but won't be a possible means for savings in future years if contract prices aren't as beneficial.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

These changes should really benefit the end user. The consultant services for the on-board survey will continue to give Metro necessary ridership data, and be very timely for our current route study. Also, with additional drivers and staff in operations (resulting in fewer overtime hours), the staff we do have working will be better rested, and thus better able to give their best performance while either interacting with riders, or cleaning/maintaining the buses and buidlings.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Metro Transit

SELECT YOUR AGENCY'S SERVICE:

Paratransit

SERVICE NUMBER:

852

SERVICE DESCRIPTION:

This service provides paratransit services for customers with disabilities in need of transportation services for work, post-secondary education, medical needs, sheltered workshops, and other personal purposes.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,569,765	\$4,746,393	\$3,034,631	\$4,730,908	\$4,754,947	\$4,754,947
Total	\$3,569,765	\$4,746,393	\$3,034,631	\$4,730,908	\$4,754,947	\$4,754,947
<i>Budget by Major</i>						
Revenue	(\$4,452,361)	(\$3,257,316)	(\$1,292,348)	(\$4,727,540)	(\$4,842,306)	(\$4,842,306)
Personnel	\$510,514	\$578,547	\$559,105	\$543,146	\$567,185	\$567,185
Non-Personnel	\$3,048,630	\$4,154,242	\$2,461,922	\$4,116,225	\$4,116,225	\$4,116,225
Agency Billings	\$10,621	\$13,604	\$13,604	\$71,537	\$71,537	\$71,537
Total	(\$882,596)	\$1,489,077	\$1,742,283	\$3,368	(\$87,359)	(\$87,359)
FTEs		5.00		5.00	5.00	5.00

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The service is specifically for individuals with disabilities who cannot use fixed route service some or all of the time due to their disability. This activity provides a level of service comparable to that available on fixed route, which maintains compliance with the American with Disabilities Act.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
transportation for individuals with disabilities	88%	This service addresses the need of individuals with disabilities who are seeking transportation to get safely, reliably and equitably to their jobs, health care, educational facilities and other essential destinations for leading productive and satisfied lives. This service is provided by contracted local contractors. This service is provided in accordance with federal ADA requirements.
administrative support	12%	This service manages paratransit functions including customer service support functions like scheduling, taking ride requests, rider eligibility assessments, and other customer support functions. This service also ensures compliance with laws and contractor management.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$0

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▾

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Metro's budget is in support of the essential service of public transportation. The core population served by public transit is transit dependent. People with lower incomes (BIPOC are overrepresented in this group) are more often transit dependent. Maintaining and improving transit service provides access to jobs, education, child care, medical appointments, food shopping and more. Specifically, paratransit services help to provide travel for those who find it difficult or are unable to ride the fixed routes to get to jobs, appointments and other necessary services.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

There are no proposed changes in this year's paratransit budget. This service is dependent on a rider meeting specific qualifications as directed by the ADA, which allows us to equally serve riders of all backgrounds who meet the federal guidelines.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have a robust feedback system which takes compliments, complaints and suggestions from all riders and the community. We have one section specific to paratransit riders as well. There are certain data points that are received from riders when they apply for qualification to use paratransit services. We also have a Title VI plan that obtains this data and is reviewed along with fixed route data.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

A variety of agencies and businesses in our service area would be affected and care about public transit in order to make sure customers can take advantage of their services and employees can get to work. This includes public facing City agencies.

In addition, we have a variety of standard ways we inform the public and gather feedback from both individuals and organizations.

- Transportation Commission and Transportation Policy and Planning Board meetings and public hearings
- Polls and surveys, including our most recent about BRT service
- News releases
- Rider update emails
- Text alerts
- Social media
- Digital information displays
- Print newsletters for paratransit riders (language of choice and large print)
- Website (English, Spanish and screen-reader accessible)
- Bus flyers
- Bus stop flyers

Targeted mailings

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

As stated in 1c above.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$438,333

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description

Insert item

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

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Monona Terrace Comm Conv Ctr**Function: Public Facilities****Budget Overview**

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Convention Center	15,411,295	15,297,347	8,767,961	12,693,037	12,454,191	13,285,424
TOTAL	\$ 15,411,295	\$ 15,297,347	\$ 8,767,961	\$ 12,693,037	\$ 12,454,191	\$ 13,285,424

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Community Convention Center	15,411,295	15,297,347	8,767,961	12,693,037	12,454,191	13,285,424
TOTAL	\$ 15,411,295	\$ 15,297,347	\$ 8,767,961	\$ 12,693,037	\$ 12,454,191	\$ 13,285,424

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	-	-	(420,997)	-	-	-
Charges For Services	(10,160,966)	(10,484,275)	(2,252,481)	(8,835,170)	(8,335,170)	(8,918,600)
Investments & Other Contributions	(3)	(23,700)	(1)	(23,700)	(23,700)	(23,700)
Misc Revenue	(62,774)	(172,800)	(102,508)	(139,800)	(139,800)	(139,800)
Other Financing Source	(5,329)	(321,556)	(754,011)	(135,065)	(247,196)	(494,999)
Transfer In	(5,182,223)	(4,295,016)	(5,237,963)	(3,559,302)	(3,708,325)	(3,708,325)
TOTAL	\$(15,411,295)	\$(15,297,347)	\$(8,767,961)	\$(12,693,037)	\$(12,454,191)	\$(13,285,424)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	4,443,995	4,511,764	3,518,510	3,361,042	3,638,253	3,812,945
Benefits	1,734,301	1,318,295	1,596,202	1,372,314	1,315,061	1,315,061
Supplies	904,956	558,784	318,496	342,745	342,745	418,019
Purchased Services	7,040,133	8,023,082	2,458,605	6,713,282	6,257,082	6,838,349
Debt & Other Financing	532,318	386,494	40,691	-	-	-
Inter Depart Charges	417,390	498,928	497,256	514,231	511,627	511,627
Transfer Out	338,200	-	338,200	389,423	389,423	389,423
TOTAL	\$ 15,411,295	\$ 15,297,347	\$ 8,767,961	\$ 12,693,037	\$ 12,454,191	\$ 13,285,424

To: Dave Schmiedicke, Finance Director
From: Connie Thompson, Executive Director
Date: July 8, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

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

COVID Recovery

The COVID-19 pandemic had a significant impact on our facility. For 2021, we are projecting approximately \$2,000,000 less in building revenue than our original budget that was adopted in late 2020. Additionally, our Gift Shop and Tours have experienced a dramatic loss in revenue and visitors to the building. Based on projections made by one of the industry's leading consulting firms (HVS), we are anticipating business continuing to come back to the convention center in 2022. Our Conventions and Conferences, which are two of our larger revenue earning event types, are projected to be 6 events less in 2022 than our 2021 adopted numbers, which results in less event revenue than in pre-pandemic times. In addition, COVID-19 has drastically impacted the room tax fund balance; as a result, we are keeping several permanent positions open for 2022, and continue to look for ways to decrease operating expenses, while maintaining the appearance and high customer service level of the building.

2022 Request & Equity

With our submitted budget for 2022, we are anticipating NOT filling 5 of the open positions we currently have. This is a 9.1% reduction in permanent staff positions. The downside of not filling these positions is that it will lessen our opportunities to increase the diversity of our workforce. We look to continue to host events for all age groups, diverse groups, both paying events, and events free and open to the public.

2022 Request & Sustainability

Monona Terrace continues to work towards LEED-EB Platinum status, and has also become GBAC STAR certified in our bio-hazard cleaning protocols as a building. This process was similar to the in-depth LEED-EB certification process and provides proof to potential customers that we are a safe building to hold their events in. We will also continue to look for ways to improve our waste stream management in 2022.

Major Changes in 2022 Operating Request

As more events return to Monona Terrace, the need to be appropriately staffed to provide for customers is more important than ever. In 2021, we budgeted to hold open nearly 10 permanent positions; for the 2022 budget, we have planned to fill half of those positions. Additionally, services and supplies also are increasing, due to the building being open full-time again, and utilities will be coming in closer to 2019 levels. Our Inter-departmental charges and PILOT remain close to 2021 budgeted amounts.

Summary of Reductions

With the amount of reductions we budgeted for the 2021 cycle, our 2022 requested budget is an incremental step in bringing us back to pre-pandemic levels.

ENTERPRISE AGENCIES should talk about any major budgetary changes resulting from projected revenue loss in 2022 and if the projected revenue loss is being addressed through rate changes explain the proposed changes here.

It has been discussed previously with the Finance Office that Monona Terrace would need assistance from the City for 2022, and the estimated amount of assistance identified was \$500,000. Due to building revenues not reaching pre-pandemic levels yet in 2022, and with an increase in expenses due to hiring some of our previously held open positions, along with the increase in supplies and services due to the building being back open full-time, that assistance will be greatly appreciated and needed. We will continue to work towards increasing building revenue, and finding ways to reduce expenses through operational efficiencies. We must not lose sight of the fact that our customers can “vote with their feet” and use a different facility if we do not deliver excellent customer service and a well maintained facility.

Optional Supplemental Request

Summarize your supplemental request if applicable. A request should only be submitted if agencies identify a critical need.

c.c. *Deputy Mayors*

Budget & Program Evaluation Staff

Include anyone else from your Department/Division that may be attending the briefing.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Monona Terrace

SELECT YOUR AGENCY'S SERVICE:

Community Convention Center

SERVICE NUMBER:

801

SERVICE DESCRIPTION:

This service is responsible for operating the Monona Terrace Community and Convention Center. Specific activities provided by this service include maintenance, sales and marketing, and event services. The goal of this service is to host hundreds of events annually and function as an economic catalyst for downtown Madison, the City of Madison, Dane County, and the State of Wisconsin.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$15,411,295	\$15,297,347	\$8,767,961	\$12,693,037	\$12,454,191	\$13,285,424
<i>Total</i>	<i>\$15,411,295</i>	<i>\$15,297,347</i>	<i>\$8,767,961</i>	<i>\$12,693,037</i>	<i>\$12,454,191</i>	<i>\$13,285,424</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$6,178,297	\$5,830,059	\$5,114,712	\$4,733,356	\$4,953,314	\$5,128,006
Non-Personnel	\$8,815,608	\$8,968,360	\$3,155,993	\$7,445,450	\$6,989,250	\$7,645,791
Agency Billings	\$417,390	\$498,928	\$497,256	\$514,231	\$511,627	\$511,627
<i>Total</i>	<i>\$15,411,295</i>	<i>\$15,297,347</i>	<i>\$8,767,961</i>	<i>\$12,693,037</i>	<i>\$12,454,191</i>	<i>\$13,285,424</i>
FTEs		54.75		54.75	54.75	54.75

PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

Monona Terrace generates revenue by hosting local, regional, national, and international events. Additionally, the economic impact from those events helps Madison hotels, restaurants, shops, transportation, etc. We also host approximately 150 Community events each year, ranging from Yoga, Meditation, childrens events, free concerts and more.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Hosting events for clients - local, regional, national and international.	90	Event Coordinators, Audio/Visual technicians, Operations staff, Sales & Marketing, and Community Relations staff all take part in making each individual event as successful as they can.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

increase of \$831,233, due to hiring previou...

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

Events are returning to the convention center, so hiring many of the positions we held open in the 2021 adopted budget will be critical to the services we are able to provide to guests, visitors, and clients of Monona Terrace. Additionally, with the building back to being open full-time, there's an expected increase in services and supplies needed to maintain the appearance of the building, and the level of customer service that has come to be expected of our world-class facility.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	\$30,100	Overtime for snow removal emergency calls, coverage for staff on sick leave/vacation, etc.
Premium Pay	<input type="text"/>	\$28,974	Premiums for night differential, holiday pay, Sunday premiums
Hourly	<input type="text"/>	\$482,350	Hourly employees in our Gift Shop, Operations, Audio/Visual, and Tourism departments.
Total		\$541,424	

Explain the assumptions behind the requested funding.

Monona Terrace operates 3 shifts, so premium pay is necessary for those employees working 10p-6a; Overtime may be needed if staff need to come in for emergency purposes, or to cover sick call/vacation leave for other employees. Hourly wages have been increased from our 2021 submission, but are still lower than pre-pandemic levels.

What is the justification behind the increased funding?

Business returning to the building; hiring some of the 10 positions that were held open in the 2021 budget cycle; and the overall need for additional staffing as events increase as compared to 2020 and 2021 levels.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

We are projecting a slight increase in event revenue at Monona Terrace for 2022, compared to our adopted 2021 budget. However, we are still projecting to be less than pre-pandemic (2019).

What is the justification behind the proposed change?

At present, we are projecting 547 events in the building, which is slightly less than 2021 adopted budget number of events. The increase is that the event averages will be better than the averages we used for the 2021 budget, due to the pandemic.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	\$200,341	Purchased Supplies and Services

Insert item

Explain the assumptions behind the requested funding.

As more events return to the building, there will be an increase in utilities and supplies needed to provide the exceptional level of customer service which we strive for.

What is the justification behind the increased funding?

Monona Terrace is a world-class building, and the level of customer satisfaction is predicated on the building looking in great shape, and the level of customer service that we provide to clients, guests, and visitors to the building.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Monona Terrace hosts a variety of community events that are free to the public and serve diverse audiences; these events include Moon Over Monona Terrace, Lakeside Kids!, Terrace Town, and Dane Dances!. Adequate support of Monona Terrace allows us to continue to provide these events for free. Additionally, our building is an economic catalyst for Madison, Dane County, and the State of Wisconsin; our budget enables us to work towards that. Our 2022 budget also hires several positions that were held open in 2021, which will allow us to work towards increasing our workforce diversity .

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Properly funding Monona Terrace will benefit marginalized populations through funding of free community events.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We survey all attendees of our community events programming, and have worked to diversify our program offerings to be more inclusive and representative of BIPOC populations. We have formed some key partnerships with other community organizations and City departments, such as the Urban Community Arts Network and the Department of Civil Rights to ensure that our programming is more reflective and inclusive. Our Lakeside Kids! series includes a diverse lineup of performances from hip hop to Native American music and dance that is a direct result of those relationships and feedback.

Dane Dances concerts are our largest event series that appeals to BIPOC populations. Monona Terrace's Community Events Manager serves on the Dane Dances board, to get direct feedback from the organizers and provide support. This feedback is used to fine tune the event and make it more inclusive and enjoyable for all.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Our Board of Directors has established a Diversity, Equity, and Inclusion sub-committee to recruit diverse Board member replacements.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Monona Terrace distributes a yearly Annual Report where we communicate the highlights of the previous year. Throughout the year, we share news about our free community event programming opportunities and other events on social media, in press releases, and through e-mail with key community partners.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need

with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		This is cuts to the hourly budget, overtime, and NOT filling currently open permanent positions for the entire 2021 budget year.
Non-Personnel		Cuts to services and supplies, due to reduced building revenue and Room Tax subsidy, courtesy of the COVID-19 pandemic.
Agency Billings		Decrease in Insurance, increase in Worker Compensation result in slight decrease in agency billings.
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Monona Terrace's Operating Budget was dramatically cut in 2021, in response to COVID-19, the large reduction in events, and the unprecedented reduction in Room Tax funding. 2022's budget request is increased, as more events are being booked, more staff are needed, and the building gets back to being open to the public.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Not filling the currently open permanent positions eases the payroll expense, but certainly hinders our ability to schedule departments properly. Diminished hourly budgets means less flexibility and less staff that can help with room set-up/tear-down, and as the building gets back to normal, that could present issues with the level of customer service we are accustomed to providing for our clients, guests, and visitors.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Municipal Court**Function: General Government***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	124,414	223,501	230,495	231,548	237,779	237,779
TOTAL	\$ 124,414	\$ 223,501	\$ 230,495	\$ 231,548	\$ 237,779	\$ 237,779

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Court Services	124,414	223,501	230,495	231,548	237,779	237,779
TOTAL	\$ 124,414	\$ 223,501	\$ 230,495	\$ 231,548	\$ 237,779	\$ 237,779

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(493,252)	(430,000)	(372,103)	(430,000)	(430,000)	(430,000)
Fine & Forfeiture	11,575	-	11,339	-	-	-
Misc Revenue	323	-	603	-	-	-
Transfer In	-	-	(3,623)	-	-	-
TOTAL	\$ (481,354)	\$ (430,000)	\$ (363,784)	\$ (430,000)	\$ (430,000)	\$ (430,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	357,695	368,085	363,899	368,196	374,101	371,442
Benefits	133,584	138,577	139,867	146,564	146,867	146,867
Supplies	30,693	23,000	23,756	23,000	23,000	25,359
Purchased Services	82,592	122,385	65,302	122,531	122,554	122,854
Inter Depart Charges	1,205	1,454	1,454	1,257	1,257	1,257
TOTAL	\$ 605,768	\$ 653,501	\$ 594,279	\$ 661,548	\$ 667,779	\$ 667,779



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: Dave Schmiedicke, Finance Director
From: Daniel Koval, Municipal Court
Date: July 2, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The mission of the Municipal Court is to provide an independent and neutral forum for resolution of alleged ordinance violations where the penalty includes primarily a forfeiture.

COVID Recovery

The Municipal Court will use all reasonable efforts to continue to conduct proceedings remotely. Court days will be consolidated and will allow in-person proceedings to be conducted when requested or required. We are able to propose a reduction in overtime hours and other purchased services, such as security and collections, while providing the same or better level of service than pre-COVID.

2022 Request & Equity

The Municipal Court provides a neutral forum for parties to litigate alleged ordinance violations and considers racial and economic disparities when issuing court orders. The court utilizes restorative justice practices and programs to help reduce disproportionate racial impacts.

2022 Request & Sustainability

Our proposal reduces overtime that is no longer necessary due to decreased caseload. Reduction in the cost of some purchased services is due to utilizing programs offered at a low cost to the court and consolidation of court activity.

Major Changes in 2022 Operating Request

Within our budget request, we are proposing reductions to overtime and certain purchased services.

Summary of Reductions

A 5% reduction equates to \$11,889. We have proposed the following actions to reduce spending:

1. Reduce overtime by \$2,659; and
2. Reduce costs relating to purchased services by \$9,230 while maintaining or improving our current level of service.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Municipal Court ▼

SELECT YOUR AGENCY'S SERVICE:

Court Services ▼

SERVICE NUMBER:

201

SERVICE DESCRIPTION:

This service handles cases involving traffic, parking, first offense drunk driving, disorderly conduct, trespassing, retail theft, battery, building and health code violations, and juvenile violations. The Municipal Court may issue arrest warrants and inspection warrants if legally appropriate. The court offers payment plan options and community service options for persons who need that accommodation.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$124,414	\$223,501	\$230,495	\$231,548	\$237,779	\$237,779
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$124,414</i>	<i>\$223,501</i>	<i>\$230,495</i>	<i>\$231,548</i>	<i>\$237,779</i>	<i>\$237,779</i>
<i>Budget by Major</i>						
Revenue	(\$481,354)	(\$430,000)	(\$363,784)	(\$430,000)	(\$430,000)	(\$430,000)
Personnel	\$491,278	\$506,662	\$503,767	\$514,760	\$520,968	\$518,309
Non-Personnel	\$113,284	\$145,385	\$89,059	\$145,531	\$145,554	\$148,213
Agency Billings	\$1,205	\$1,454	\$1,454	\$1,257	\$1,257	\$1,257
<i>Total</i>	<i>\$124,413</i>	<i>\$223,501</i>	<i>\$230,496</i>	<i>\$231,548</i>	<i>\$237,779</i>	<i>\$237,779</i>
FTEs		4.00		5.00	5.00	5.00

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

The court provides an impartial forum for hearing cases brought by the City for violations of the Madison General Ordinances. The Court uses restorative practices to effect positive change with the individuals charged with violations and the community as a whole.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Court Appearances, Motions and Trials	50	Provide a neutral forum for hearing ordinance violation cases.
Court Administration	50	Respond to and manage emails, letters and other forms of communication, court documents, payment plan requests, reopening requests, indigence hearings, and other court matters.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? None

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

We will maintain our current level of service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No ▼

Type Fund Amount Description

Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

N/A

What is the justification behind the allocation change?

N/A

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime			Reduce overtime costs
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
1100	53	\$1,000	Copy Printing Supplies
1100	53	\$1,359	Postage
1100	54	\$300	Telephone

Insert item

Explain the assumptions behind the requested funding.

These increases are funded by a reduction in Overtime.

What is the justification behind the increased funding?

Adjust budget for anticipated 2022 increases.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized

(because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

There will be no reduction of services to BIPOC in this budget proposal. In fact, by expanding remote court options, it will benefit everyone who has business with the court.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Court users directly benefit. Families, employers and the public indirectly benefit as a result from less time away from family or jobs, or dealing with transportation or parking expenses while conducting court business. In-person interpreters and small business collection agencies and security companies would not benefit from these changes.

- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Court customers have expressed satisfaction with the ease and timeliness of being able to conduct court business remotely.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? The library contributed in setting up a process so customers without a computer or telephone can make an appointment to use library equipment and space to conduct court business.

- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. No

- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? Information on how to conduct business with the court is provided in the form of printed material and the Municipal Court website.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$11,889

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

\$11,889

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Court Administration performed by Municipal Court Staff	11,889	Reduced cost of non-personnel purchased services.
<small>Insert item</small>		
Total	\$11,889	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	\$11,889	Cost of software license is less than anticipated; Reduction in cost of collection commissions due to utilization of Dept. of Revenue SDC collection program; Reduction in cost of security due to consolidating court days and reducing the requirement for in-person appearances; Reduction in cost of in-person interpreting by utilizing Language Line video services.
Agency Billings		
Total	\$11,889	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes. The agency represents the judicial branch of government and provides a neutral setting for resolving alleged City ordinance violations.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Declining caseload and increased efficiency has allowed us the opportunity to reduce the amount of employee overtime; Utilization of more efficient and less costly services allows for same or increased level of service at a lower expense.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The reduction in overtime will not impact the end users of our service. Consolidating court days and allowing customers to conduct court business without the need for an in-person appearance will provide a benefit to the public while reducing the cost of security. Utilizing the Dept. of Revenue for collections and Language Line for interpreting is no cost to the court and provides the same or better level of service to customers.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Office Of Independent Monitor**Function: Public Safety & Health***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	-	-	2,100	450,769	451,346	454,346
TOTAL	\$ -	\$ -	\$ 2,100	\$ 450,769	\$ 451,346	\$ 454,346

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Independent Monitor	-	-	2,100	450,769	451,346	454,346
TOTAL	\$ -	\$ -	\$ 2,100	\$ 450,769	\$ 451,346	\$ 454,346

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	-	-	-	221,238	221,173	221,173
Benefits	-	-	-	53,931	54,573	54,573
Supplies	-	-	-	30,000	30,000	30,000
Purchased Services	-	-	2,100	145,600	145,600	148,600
TOTAL	\$ -	\$ -	\$ 2,100	\$ 450,769	\$ 451,346	\$ 454,346

To: Dave Schmiedicke, Finance Director
From: Keetra Burnette, Police Civilian Oversight Board Chair
Date: 7/9/21
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The major goal of the Office of the Independent Monitor (OIM) for 2022 is to staff the office with an Independent Monitor and support staff. Additionally, a goal is to train the new Independent Monitor as needed to be able to carry out their duties. Once this is completed, the Monitor will be able to provide support to the Police Civilian Oversight Board and work to establish protocols for in-taking and investigating civilian complaints.

COVID Recovery

As the OIM was created in 2020 and is not yet staffed, it has not been affected by the pandemic or the recovery. The Police Civilian Oversight Board has been meeting virtually due to the pandemic.

2022 Request & Equity

The work of the OIM focuses on providing civilians with an independent means of investigating and monitoring the Madison Police Department. As such, the OIM works to increase equity by providing an independent forum, engagement with members of marginalized and over-policed groups in Madison, including a focus on Madison's Black communities, and providing financial support for legal representation of individuals whose complaints are being heard before the Police and Fire Commission. The Police Civilian Oversight Board, which supervises the OIM, is a diverse group of civilians who bring a wide variety of personal and professional experiences to their positions, which also increases the equity of the OIM decision-making structure.

The requested budget changes will allow Police Civilian Oversight Members equitable access to full participation in Board meetings as established in MGO 5.20.

2022 Request & Sustainability

The OIM works to support the Police Civilian Oversight Board, whose viability and sustainability is necessary to the success of the OIM and independent civilian oversight.

Major Changes in 2022 Operating Request

The OIM is requesting an increase of \$8,000 for the 2022 operating budget.

\$3,000 of this increase is to correct an error in the 2021 budget: Per MGO 5.20, stipends go to all members. The 2021 budget only included stipends for 11 of the 13 members. Additionally, the Common Council approved an increase in size of the PCOB Executive Subcommittee from three to five members, which requires an adjustment to the amount budgeted for Executive Subcommittee additional stipends as per MGO 5.20.

\$5,000 of this increase is a supplemental budget request, detailed below.

Summary of Reductions

As a new agency that has not yet been staffed, the OIM is exempt from being required to provide a 5% reduction scenario for the 2022 operating budget.

Optional Supplemental Request

The OIM making a supplemental request of \$5,000 at this time to increase the childcare reimbursement fund in order to more accurately fund the reimbursement for childcare of Police Civilian Oversight members at meetings per MGO 5.20 at the Board-approved rate of \$30 per child per Board meeting.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Office of Independent Monitor ▼

SELECT YOUR AGENCY'S SERVICE:

Office of Independent Monitor ▼

SERVICE NUMBER:

331

SERVICE DESCRIPTION:

This service is responsible for providing oversight to the Madison Police Department. Creation of this new Office was approved by the Common Council in September 2020.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$2,100	\$450,769	\$451,346	\$454,346
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	\$0	\$0	\$2,100	\$450,769	\$451,346	\$454,346
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$0	\$275,169	\$275,746	\$275,746
Non-Personnel	\$0	\$0	\$2,100	\$175,600	\$175,600	\$178,600
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	\$0	\$0	\$2,100	\$450,769	\$451,346	\$454,346
FTEs		0.00		3.00	3.00	3.00

PRIORITY

Citywide Element Effective Government ▼

Describe how this service advances the Citywide Element:

The Office of the Independent Monitor advances the Effective Government element because it provides an additional layer of transparency and civilian oversight of the Madison Police Department.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Office of Independent Monitor and Police Civilian Oversight Board	100	This department provides independent civilian oversight to the Madison Police Department and support to the Police Civilian Oversight Board.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? 3,000

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

\$3,000 to correct the amount needed to provide stipends to all members and the additional members of the Executive Subcommittee.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No ▼

Type	Fund	Amount	Description
Perm Wages			
Benefits			

Total

\$0

Explain the assumptions behind the allocation change.

[Empty text box]

What is the justification behind the allocation change?

[Empty text box]

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

[Empty text box]

What is the justification behind the increased funding?

[Empty text box]

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

[Empty text box]

What is the justification behind the proposed change?

[Empty text box]

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
General	Non-Personnel	\$3,000	Increase in amount of Police Civilian Oversight Board member stipend funding

Insert item

Explain the assumptions behind the requested funding.

The \$3,000 increase is to correct an error in the 2021 budget: Per MGO 5.20, stipends go to all members. 2021 budget only included stipends for 11 of the 13 members. Additionally, the Common Council approved an increase in size of the PCOB Executive Subcommittee, which requires an adjustment to the amount budgeted for Executive Subcommittee additional stipends as per MGO 5.20.

What is the justification behind the increased funding?

The \$3,000 increase is to correct the budgeted amount to comply with MGO 5.20.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

[Empty text box]

The work of the OIM focuses on providing civilians with an independent means of investigating and monitoring the Madison Police Department. As such, the OIM works to increase equity by providing an independent forum, engagement with members of marginalized and over-policed groups in Madison, including a focus on Madison's Black communities, and providing financial support for legal representation of individuals whose complaints are being heard before the Police and Fire Commission. The Police Civilian Oversight Board, which supervises the OIM, is a diverse group of civilians who bring a wide variety of personal and professional experiences to their positions, which also increases the equity of the OIM decision-making structure.

The requested budget change will allow Police Civilian Oversight Members equitable access to full participation in Board meetings as established in MGO 5.20.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? OIM not staffed yet; Police Civilian Oversight Board members directly benefit from the increase because it will accurately fund their stipends per MGO 5.20.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? OIM not staffed yet
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? OIM not staffed yet
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. OIM not staffed yet
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? OIM not staffed yet

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$22,567

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
	0	OIM not required to propose 5% decrease for 2022 budget

Insert item

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

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes. MGO 5.19 establishes the Office of the Independent Monitor and MGO 5.20 establishes the Police Civilian Oversight Board.

Has this reduction been proposed in prior years?

No ▼

Does the proposed reduction result in eliminating permanent positions?

No ▼

If yes, what is the decrease

in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

A reduction is not required for the OIM in the 2022 Operating Budget.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

A reduction is not required for the OIM in the 2022 Operating Budget.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Office of the Independent Monitor-Police Civilian Oversight Board	5000	\$5,000 to increase the childcare reimbursement fund in order to more accurately fund the reimbursement for childcare of Police Civilian Oversight members at meetings per MGO 5.20 at the Board-approved rate of \$30 per child per Board meeting.

Insert item

Total	5,000	
--------------	-------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel	5,000	reimbursement for childcare of Police Civilian Oversight members at meetings per MGO 5.20
Agency Billings		
Total	5,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Once the Independent Monitor is hired and the Police Civilian Oversight Board continues its work, this amount will be re-evaluated for accuracy. This increase may be ongoing, but does not require any additional increases to funding or personnel.

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

No

If yes, which agencies?

Describe why the proposed increase is critical.

The \$5,000 increase is to provide a more accurate amount of funding for PCOB board member childcare reimbursement as provided for in MGO 5.20 at the PCOB-approved rate of \$30 per child per Board meeting. The requested budget changes will allow Police Civilian Oversight Members equitable access to full participation in Board meetings as established in MGO 5.20.

Submit

V2 062821

Parking**Function: Transportation***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Parking Utility	18,263,771	16,829,130	18,832,138	14,757,133	14,847,623	15,599,467
TOTAL	\$ 18,263,771	\$ 16,829,130	\$ 18,832,138	\$ 14,757,133	\$ 14,847,623	\$ 15,599,467

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Garage Parking	10,832,906	10,277,689	6,943,068	8,705,468	8,885,098	9,351,539
Lot Parking	265,769	243,390	216,703	249,172	239,145	236,745
On Street Parking	2,364,108	1,641,422	1,953,895	385,018	495,848	478,873
Parking Operations	4,800,987	4,666,629	9,687,959	2,175,097	2,149,917	2,106,287
Parking Enforcement	-	-	30,512	3,242,378	3,077,615	3,426,023
TOTAL	\$ 18,263,771	\$ 16,829,130	\$ 18,832,138	\$ 14,757,133	\$ 14,847,623	\$ 15,599,467

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	-	-	(76,107)	-	-	-
Charges For Services	(13,560,825)	(12,853,000)	(4,460,856)	(6,881,500)	(6,881,500)	(6,758,000)
Licenses & Permits	(3,194,796)	(2,645,000)	(2,415,198)	(2,072,000)	(2,072,000)	(1,953,000)
Investments & Other Contributions	(758,735)	(100,000)	(180,418)	(100,000)	(100,000)	(40,000)
Misc Revenue	(20,852)	(6,000)	(19,644)	(6,000)	(6,000)	(10,000)
Other Financing Source	(728,563)	(1,225,130)	(11,398,926)	(5,697,633)	(5,788,123)	(6,838,467)
Transfer In	-	-	(280,990)	-	-	-
TOTAL	\$ (18,263,771)	\$ (16,829,130)	\$ (18,832,138)	\$ (14,757,133)	\$ (14,847,623)	\$ (15,599,467)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	5,296,367	5,652,312	6,134,789	6,814,554	6,750,137	6,758,377
Benefits	2,037,024	1,859,762	2,540,319	2,073,518	2,155,786	2,147,528
Supplies	712,222	372,250	806,548	318,750	318,750	368,750
Purchased Services	2,232,583	3,004,549	2,313,538	3,368,594	3,471,659	3,634,374
Debt & Other Financing	7,284,244	4,260,702	4,603,209	-	-	-
Inter Depart Charges	701,331	801,555	773,708	1,040,864	1,010,438	1,010,438
Inter Depart Billing	-	-	(488)	(9,147)	(9,147)	-
Transfer Out	-	878,000	1,660,514	1,150,000	1,150,000	1,680,000
TOTAL	\$ 18,263,771	\$ 16,829,130	\$ 18,832,138	\$ 14,757,133	\$ 14,847,623	\$ 15,599,467

To: Dave Schmiedicke, Finance Director

From: Sabrina Tolley, Assistant Parking Utility Manager

Date: July 9, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

- Continue transition of Parking Enforcement Operations. Current efforts are focusing on identifying a physical work location for personnel and equipment, and addition of an Admin Clerk position to serve as the public contact for citation and enforcement related inquiries.
- Due to changes made in the 2021 Operating Budget to reduce personnel costs and staffing levels, there has been significant turnover and personnel changes through internal recruitment processes. With ongoing internal hiring processes to fill vacancies and train staff in new positions, along with reduced staffing levels, cross-training efforts for continuity of operations will continue to be a priority.
- COVID-19 has had a significant impact on parking demand and the Parking Division's revenues. The Parking Division continues to evaluate changes in demand levels and patterns to plan for what a longer-term "new normal" will look like. Parking permit programs, lease, and rate structures based on Mon-Friday weekday commuter demand, and facility management practices based on prior occupancy data and patterns will likely need to be modified due the likelihood that employers will continue offering telework schedules to employees in the downtown area.
- State Street Campus Lake Garage redevelopment project.

COVID Recovery

The requested budget reflects cost to continue funding needs to maintain existing facilities and service levels, along with additional funding for anticipated costs in 2022 associated with transitioning parking enforcement operations to the Parking Division. While there are currently no proposed rate structure changes or major service reductions reflected in the 2022 request, changes in parking demand patterns and low utilization of facilities due to COVID-19 continue to have significant impacts on parking revenues.

Based on current conditions, the Parking Division's Reserve Funds will be nearly depleted by year-end 2022, with an estimated 2022 year-end balance of \$3M. Unless significant recovery from the COVID-19 pandemic's impacts on parking demand and facility utilization occurs, the Parking Division will not have sufficient operating revenue or Reserve Funds to continue fully funding operating expenses beyond 2022. \$6.8M in Reserve Fund Balance Applied is included in the 2022 request to cover the projected operating deficit.

2022 Request & Equity

Public parking facilities provide access to employment, government, health services, businesses, and entertainment. Parking policies, for both off-street and on-street management, are essential for economic vitality, transportation demand management, and addressing impacts of commuter and motor vehicle traffic, and must also consider the impacts of policies on low-income and communities of color, and accessibility for persons with disabilities. No specific changes to rates, service levels, or policies are currently proposed in the 2022 budget.

2022 Request & Sustainability

Parking management policies, parking rates, and on-street parking restrictions have a significant influence on individuals' transportation decisions, encouraging mode-shift, and reducing the number of trips made by single occupant motor vehicles. The Parking Division continues to make infrastructure and operational improvements to reduce energy and fuel consumption, and mitigate environmental impacts of parking facility operations and use.

Major Changes in 2022 Operating Request

Major proposed changes include funding for a potential leased facility for parking enforcement operations, an additional position for Parking Enforcement to provide customer service and administrative support, and combining and reclassifying three vacant permanent part-time cashier positions into one full-time Accountant 1 position.

Optional Supplemental Request

An Admin Clerk 1 position is requested to provide customer service for Parking Enforcement Operations. The timeline for hiring this position will be based on the transition progress and physical transfer of enforcement operations into a new facility. Additional positions may be needed in the future due to limited existing capacity in the Parking Utility to absorb administrative and support functions, however, the Parking Division's goal is to absorb duties among existing staff, to the extent possible, and ensure any new positions requested are based on a full understanding of the work needs and staff effort. A customer service public contact has been identified as a known and critical position need.

c.c. *Deputy Mayors*
Budget & Program Evaluation Staff
Tom Lynch, Department of Transportation Director

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Garage Parking

SERVICE NUMBER:

821

SERVICE DESCRIPTION:

This service operates six city garages: Capitol Square North Garage, Wilson Street Garage, Overture Center Garage, South Livingston Street (Capitol East) Garage, State Street Campus Garage, and State Street Capitol Garage. The goals of the service are to provide a high quality user experience; serve and balance the parking needs of residents, visitors, businesses, and events; and continuously improve operations and efficiency.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$10,832,906	\$10,277,689	\$6,943,068	\$8,705,468	\$8,885,098	\$9,351,539
Total	\$10,832,906	\$10,277,689	\$6,943,068	\$8,705,468	\$8,885,098	\$9,351,539
<i>Budget by Major</i>						
Revenue	(\$13,343,273)	(\$12,681,748)	(\$9,347,127)	(\$6,520,000)	(\$6,520,000)	(\$6,393,000)
Personnel	\$5,056,010	\$5,542,721	\$4,771,175	\$5,338,636	\$5,412,597	\$5,418,520
Non-Personnel	\$5,742,156	\$4,705,100	\$2,142,300	\$3,316,582	\$3,432,582	\$3,893,100
Agency Billings	\$34,739	\$29,868	\$29,593	\$50,250	\$39,919	\$39,919
Total	(\$2,510,368)	(\$2,404,059)	(\$2,404,059)	\$2,185,468	\$2,365,098	\$2,958,539
FTEs		66.90		52.20	60.50	58.85

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The Parking Division's six public parking garages serve a critical role in supporting the vitality and economic health of the downtown area. The garages provide access to the downtown area for visitors, residents, and employees.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Facility Operations	85%	Operations and general maintenance of six parking garages.
Monthly and long-term leases	5%	Monthly and long-term parking permits
Structural Maintenance/Repair	10%	Structural maintenance and repairs and engineering consulting services

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

increase of \$466,441

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

None. The Payment in Lieu of Taxes (PILOT) charges paid by the Parking Division to the City's General Fund increased by \$300K from \$1.25M in 2019 to \$1.53M in 2020. The cost to continue budget for PILOT is \$1.1M. The request includes a \$508K increase to reflect the estimated PILOT payment. Other changes reflect \$185K increase in operating expenses based on the Wilson Street Garage first year 2020 actuals, revised revenue projections, and \$100K decrease in credit card processing fees.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

Proposing to reclassify 3 vacant permanent part-time cashier positions (1.65 FTE) into 1.0 FTE Accountant 1 position. The requested position is reflected in the Operations Service proposal.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
Parking Division	43	\$7,000	Daily Visitor, Meter, & Special Event Revenues: increase
Parking Division	46	(\$60,000)	Interest: decrease
Parking Division	44	(\$74,000)	Permit Revenues: decrease

Insert item

Explain the assumptions behind the change to budgeted revenue.

Projections based on assumption of reduced commuter weekday revenues and decrease in monthly parking permits sold, increase in special event revenues, reduced fund balance and interest.

What is the justification behind the proposed change?

Revenues and utilization remain significantly lower than pre-pandemic levels, although there has been some recovery since public health restrictions were lifted in June. Projections assume that changes resulting from the pandemic, such as expanded online services, curbside pick-up, and teleworking will continue to impact weekday parking demand and revenues.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	53	\$5,000	Supplies
<input type="text"/>	54	(\$53,100)	Purchased Services - net decrease with various adjustments (increases to utility expenses, increase for repair/maintenance; decrease bank/cc expenses, decrease landscaping);
<input type="text"/>	59	\$508,618	Payment in Lieu of Taxes (payment to General Fund)

Insert item

Explain the assumptions behind the requested funding.

The Payment in Lieu of Taxes (PILOT) paid by the Parking Division to the City's General Fund increased by \$300K from \$1.25M in 2019 to \$1.53M in 2020. The cost to continue budget for PILOT is \$1.1M. The request includes a \$508K increase to reflect the estimated PILOT payment. Other changes reflect \$185K increase in operating expenses based on the Wilson Street Garage first year 2020 actuals, \$100K decrease in credit card processing fees.

What is the justification behind the increased funding?

The increase in funding is based on actual PILOT fees; other adjustments to line items within the service are based on revised cost to continue estimates.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Users of City garages, local businesses and adjacent neighborhoods benefit from the availability of public off-street parking facilities.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Demographic data on users is not collected
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? No changes currently proposed.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$0

What is the proposed reduction to this service's budget? \$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)? No

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Lot Parking

SERVICE NUMBER:

822

SERVICE DESCRIPTION:

This service operates six parking lots: Blair Lot, Brayton Lot, Buckeye Lot, Evergreen Lot, Wilson Lot, and Wingra Lot. The goals of the service are to continue to meet the unique parking demands that each surface lot serves, increase utilization during off-peak timeframes, and encourage the use of surface lots before using on-street parking to accommodate special event parking needs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$265,769	\$243,390	\$216,703	\$249,172	\$239,145	\$236,745
<i>Total</i>	<i>\$265,769</i>	<i>\$243,390</i>	<i>\$216,703</i>	<i>\$249,172</i>	<i>\$239,145</i>	<i>\$236,745</i>
<i>Budget by Major</i>						
Revenue	(\$1,193,516)	(\$1,182,000)	(\$1,155,313)	(\$715,500)	(\$715,500)	(\$620,000)
Personnel	\$82,066	\$1,500	\$64,712	\$1,500	\$1,500	\$1,500
Non-Personnel	\$149,986	\$212,900	\$122,795	\$212,100	\$212,100	\$209,700
Agency Billings	\$33,718	\$28,990	\$29,196	\$35,572	\$25,545	\$25,545
<i>Total</i>	<i>(\$927,746)</i>	<i>(\$938,610)</i>	<i>(\$938,610)</i>	<i>(\$466,328)</i>	<i>(\$476,355)</i>	<i>(\$383,255)</i>
FTEs		0.00		0.00	0.00	0.00

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The six public parking lots provide short-term, monthly, and special event parking, and serve an important role in supporting the vitality and economic health of the downtown area by providing access to businesses, employment, and entertainment for residents and visitors.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Monthly and Special Event Permits	10%	Administration of permits
Facility operation	90%	Operation and maintenance of six parking lots and associated revenue equipment, enforcement

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$93,100

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

No service level changes. The proposal reflects a reduction in projected revenues for 2022 from the cost to continue budget based on current conditions, revenues, and pace of recovery from COVID-19 impacts on parking demand.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			

Benefits

Total \$0

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text"/> \$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
Parking Division	43	\$50,500	Decrease in Hourly and metered parking revenue
Parking Division	44	\$45,000	Decrease in Monthly permit revenue

Insert item

Explain the assumptions behind the change to budgeted revenue.

Estimated impacts on demand and revenue due to COVID-19 impacts on driving behavior

What is the justification behind the proposed change?

Current and projected impacts on parking demand and revenues in 2022 due to COVID-19.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Users of City lots, adjacent businesses and neighborhoods benefit from the availability of off-street parking facilities.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Demographic data on users is not collected

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description

Insert item

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

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

On Street Parking

SERVICE NUMBER:

823

SERVICE DESCRIPTION:

This service operates on-street parking through meters in the downtown area and through a residential permit process in the nearby neighborhoods. The goals of the service are to manage on-street parking restrictions, rates, and programs to address the needs of the location and to provide convenient and available parking in accordance with transportation policies.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$2,364,108	\$1,641,422	\$1,953,895	\$385,018	\$495,848	\$478,873
<i>Total</i>	<i>\$2,364,108</i>	<i>\$1,641,422</i>	<i>\$1,953,895</i>	<i>\$385,018</i>	<i>\$495,848</i>	<i>\$478,873</i>
<i>Budget by Major</i>						
Revenue	(\$3,705,147)	(\$2,830,000)	(\$3,142,474)	(\$1,818,000)	(\$1,818,000)	(\$1,738,000)
Personnel	\$1,262,803	\$1,083,904	\$1,134,389	\$16,000	\$63,857	\$16,000
Non-Personnel	\$1,067,587	\$491,700	\$790,311	\$296,618	\$369,618	\$400,500
Agency Billings	\$33,718	\$65,818	\$29,196	\$72,400	\$62,373	\$62,373
<i>Total</i>	<i>(\$1,341,039)</i>	<i>(\$1,188,578)</i>	<i>(\$1,188,578)</i>	<i>(\$1,432,982)</i>	<i>(\$1,322,152)</i>	<i>(\$1,259,127)</i>
FTEs		11.01		5.00	0.00	0.00

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Management of on-street parking has significant impacts on neighborhoods, businesses, and transportation choices. Flexible and proactive on-street parking management activities are necessary to address changing demands and ensure accessibility to services, businesses, neighborhoods, entertainment, and employment.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
On-Street Meters	55%	Program management, equipment maintenance, meter hoods, contractor hangtags, and revenue collection for approximately 1300 on-street metered parking spaces
Residential Parking Permit Program	30%	RP3 program and policy admin, customer service and permitting
Other on-street restrictions	15%	Loading zones, curbside pickup, temporary restriction postings, non-RP3 time limit restrictions, ADA parking

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$63,025

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

No significant changes to service levels. Revenue projections adjusted (reduced) based on current conditions and pace of recovery from the COVID-19 pandemic. An increase in the budgeted expense for credit card service fees was done to more accurately budget the expenditures in the services where they occur. Offsetting reductions are reflected in the Garage service.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▼

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

No changes are proposed at this time. This service is responsible for on-street parking programs and management city-wide, however, various programs, restrictions, and fees related to on-street parking, impact communities and neighborhoods differently. Any proposed changes to restrictions, fees, and programs generally require analysis specific to that proposal to identify who would be impacted and how.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? Primarily directly benefits residents and businesses located downtown and near downtown along the isthmus, and short-term visitors to the area. Indirectly benefits other residents and visitors by reducing negative impacts associated with motor vehicle traffic and parking.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Demographic information related to neighborhoods and locations in GIS provides some data on potential impacts of changes.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Text input field

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Text input field

Describe why the proposed reduction was chosen.

Text input field

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Text input field

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Text input field

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Text input field

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

Select... ▼

If yes, which agencies?

Text input field

Describe why the proposed increase is critical.

Text input field

Submit

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Parking Enforcement

SERVICE NUMBER:

825

SERVICE DESCRIPTION:

This service ensures safe and efficient movement of vehicular and pedestrian traffic related to public and private parking along the City's streets and highways. This service was previously included in the Police Field service. Beginning in 2020 the full cost of this service began to be funded by the Parking Utility. Prior year budgeted amounts and actual expenditures are included in other services within the Parking Utility budget presentation.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net						
Other-Expenditures				\$3,242,378	\$3,077,615	\$3,426,023
Total	\$0	\$0	\$0	\$3,242,378	\$3,077,615	\$3,426,023
<i>Budget by Major</i>						
Revenue						
Personnel				\$2,802,293	\$2,710,530	\$2,820,223
Non-Personnel				\$440,085	\$367,085	\$605,800
Agency Billings						
Total	\$0	\$0	\$0	\$3,242,378	\$3,077,615	\$3,426,023
FTEs						1.00

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Enforcement activities are a key component of the transportation system and ensuring safe and efficient use of streets through increased compliance.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Meter Enforcement	15%	Enforcement of on-street parking meters
Residential Parking Permit Program Enforcement	15%	Enforcement of RP3 time-limit restrictions
Other Enforcement	70%	All other enforcement activities not related to meters or RP3 program: Peak-hour, loading zones, non RP3 time-limit, private lots, abandonments, etc

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$348,408

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

The requested increase to funding from cost to continue is \$226,893 of the \$348,408 change in the service budget. The remaining difference reflects budget for enforcement costs previously located in other services to more accurately show where the expenses will be incurred.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Yes

Type	Fund	Amount	Description
Perm Wages	Parking Division	\$47,147	1.0 FTE Admin Clerk Salary
Benefits	Parking Division	\$14,746	1.0 FTE Admin Clerk Benefits
Total		\$61,893	

Explain the assumptions behind the allocation change.

This position will be needed to provide customer service and administrative support for parking enforcement operations.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
Parking Division	53	\$45,000	Supplies
Parking Division	54	\$120,000	Facility rental

Insert item

Explain the assumptions behind the requested funding.

Estimated annual rent to lease space to house parking enforcement personnel, equipment, and supplies. The additional funding for supplies is requested for potential equipment, uniform, and supply replacement needs associated with transitioning and relocating operations.

What is the justification behind the increased funding?

The funding is requested as a placeholder for estimated expenses to rent workspace for parking enforcement operations. Facility rental options and capital improvement costs are currently being estimated and evaluated. Council approval for a lease agreement and funding approval for any related capital improvement needs would be required.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The operational transfer of parking enforcement is in transition from the Police Department to the Parking Division; no data or analysis by the Parking Division for the Parking Enforcement service is available at this time.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Insert item		
Total	\$0 <input type="text"/>	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	\$0 <input type="text"/>	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Enforcement	226893	Funding for a customer service and admin support position for parking enforcement operations, facility lease

Insert item

Total	226,893	
--------------	---------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	61,893	1.0 FTE Admin Clerk position for enforcement
Non-Personnel	165,000	annual lease expenses, supplies
Agency Billings		
Total	226,893	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Parking Reserves

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Parking Reserve Funds are being depleted to cover significant revenue losses resulting from COVID-19 impacts on parking demand. Based on current revenue projections, the Parking Division's Reserve Funds will be reduced to approximately \$3M by year-end 2022. The Parking Division will be unable to fully fund operating expenses beyond 2022 unless parking demand significantly recovers within the next 1-2 years.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Parking Operations

SERVICE NUMBER:

824

SERVICE DESCRIPTION:

This service includes administrative staff in the Parking Division, the overall management and supervision of maintenance and revenue staff, and all areas of parking not included above. The goals of the service are continuous improvement and flexibility to adapt to changes in transportation demand and behavior, changing technology, and user expectations; maintaining financial sustainability, while balancing strategies to provide affordable access; encourage the use of other forms of transportation; balance parking demand across the system to provide reliable availability; and generate sufficient revenue to fund operating and capital costs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$4,800,987	\$4,666,629	\$9,687,959	\$2,175,097	\$2,149,917	\$2,106,287
Total	\$4,800,987	\$4,666,629	\$9,687,959	\$2,175,097	\$2,149,917	\$2,106,287
<i>Budget by Major</i>						
Revenue	(\$21,834)	(\$135,382)	(\$5,156,712)	(\$5,703,633)	(\$5,794,123)	(\$6,848,467)
Personnel	\$932,511	\$883,949	\$2,674,325	\$729,643	\$717,439	\$649,662
Non-Personnel	\$3,269,320	\$3,105,801	\$6,328,399	\$571,959	\$559,024	\$574,024
Agency Billings	\$599,156	\$676,879	\$685,235	\$873,495	\$873,454	\$882,601
Total	\$4,779,153	\$4,531,247	\$4,531,247	(\$3,528,536)	(\$3,644,206)	(\$4,742,180)
FTEs		26.60		18.43	6.79	7.79

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

This service is responsible for overall management of the Parking Division, including policy, planning, and management of activities performed under the Garage, Lot, and On-Street Services.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Management and Administration	100%	Overall Division Management, planning, policy, budget, financial, GIS, and public communications and outreach activities.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

(\$1,097,974)

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

The request includes a proposal to recreate 3 vacant Parking Cashier positions (1.65 FTE) into a 1.0 FTE Accountant 1 position. The net personnel cost increase is \$1,150.

The Parking Division anticipates an operating deficit in 2022 of \$6.8M due to ongoing impacts from COVID-19 on parking demand and revenues, and will use Reserve Fund Balances to fund operating costs. The \$6.8M in Fund Balance applied under the Operating service will be used to fund operating costs across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Yes

Type	Fund	Amount	Description
Perm Wages	Parking Division	\$615	Net increase in salary to recreate positions into Accountant 1
Benefits	Parking Division	\$541	Net increase in benefits to recreate positions into Accountant 1
Total		\$1,156	

Explain the assumptions behind the allocation change.

Eliminate 3 vacant PPT Parking Cashier positions #1281, #1313, and #3747, with salary and benefit totalling \$76,400 and recreate into 1.0 FTE Accountant 1 with salary and benefit cost of \$77,550. The net increase in personnel expenses is \$1,150.

What is the justification behind the allocation change?

The Parking Division needs an Accountant position due to increased workloads on management and supervisory personnel currently performing many of these duties.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
Parking Division	48	(\$1,050,344)	Increase of \$1M Parking Division Fund Balance Applied

Insert item

Explain the assumptions behind the change to budgeted revenue.

Significant impacts on parking demand and revenue from COVID-19 are anticipated to continue through much of 2022. Total annual revenue projections across all services reflect estimated revenue losses due to COVID-19.

What is the justification behind the proposed change?

Current and projected COVID-19 related impacts on parking demand and revenues through 2022.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The addition of an accountant position provides internal support to management, financial, and administrative staff. No direct impacts to specific communities or stakeholders identified with this change. Positions in this service are responsible for policy, management, outreach and communications, GIS and data functions and ensuring that policy, program, rate, and budget change decisions include racial equity in decision-making.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Parks**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	13,828,427	14,736,923	14,404,067	15,585,153	15,351,876	15,351,878
Other Restricted	4,845,318	391,050	499,949	376,058	170,569	401,196
Permanent	430,793	343,400	232,002	312,400	312,400	279,200
TOTAL	\$ 19,104,538	\$ 15,471,373	\$ 15,136,018	\$ 16,273,611	\$ 15,834,845	\$ 16,032,274

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Community Recreation Services	979,393	1,259,468	996,039	1,207,852	1,235,718	1,245,719
Olbrich Botanical Gardens	880,495	1,125,579	1,361,759	1,426,106	1,486,566	1,476,566
Park Maintenance & Forestry	16,118,102	11,827,596	11,700,943	12,339,510	11,912,571	12,109,998
Planning & Development	749,546	800,711	702,566	838,045	812,049	812,049
Warner Park & Community Center	377,001	458,018	374,710	462,097	387,941	387,941
TOTAL	\$ 19,104,538	\$ 15,471,373	\$ 15,136,018	\$ 16,273,611	\$ 15,834,845	\$ 16,032,274

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(85,029)	(87,500)	(87,860)	(93,000)	(93,000)	(93,000)
Charges For Services	(1,329,785)	(1,444,900)	(714,344)	(1,435,670)	(1,435,670)	(1,490,670)
Licenses & Permits	(41,307)	(48,000)	(84,024)	(48,000)	(48,000)	(48,000)
Fine & Forfeiture	(536,273)	(762,000)	(523,347)	(773,000)	(773,000)	(773,000)
Investments & Other Contributions	(60,121)	(122,000)	(4,378)	(115,000)	(115,000)	(115,000)
Misc Revenue	(67,893)	(53,200)	(58,968)	(52,500)	(52,500)	(52,500)
Other Financing Source	(53,400)	(45,800)	(47,000)	(45,800)	(45,800)	(45,800)
Transfer In	(4,275,837)	(526,500)	(561,985)	(201,500)	(201,500)	(201,500)
TOTAL	\$ (6,449,646)	\$ (3,089,900)	\$ (2,081,907)	\$ (2,764,470)	\$ (2,764,470)	\$ (2,819,470)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	11,431,350	10,307,978	9,070,416	10,174,503	10,222,691	10,274,719
Benefits	3,533,528	2,761,050	2,941,673	2,932,051	2,914,708	2,914,708
Supplies	1,207,774	984,335	748,366	1,025,858	998,261	1,047,294
Purchased Services	1,898,001	2,015,592	1,889,848	1,941,689	1,914,722	1,930,172
Debt & Other Financing	273,946	146,560	-	112,863	74,500	85,418
Inter Depart Charges	2,508,568	2,049,258	2,083,195	2,524,617	2,272,933	2,272,933
Transfer Out	4,701,016	296,500	484,427	326,500	201,500	326,500
TOTAL	\$ 25,554,184	\$ 18,561,273	\$ 17,217,924	\$ 19,038,081	\$ 18,599,315	\$ 18,851,744



Madison Parks Division

210 Martin Luther King, Jr. Blvd., Room 104
Madison, WI 53703
608-266-4711 • cityofmadison.com/parks

play
**MADISON
PARKS**

Date: July 27, 2021

To: David Schmiedicke, Finance Director

From: Eric Knepp, Parks Superintendent

Subject: Parks Division 2022 Requested Operating Budget, Reduction Proposals and Supplemental Request

The requested budget balances the Mayor's objectives for the 2022 Operating Budget with the Parks Division's mission, vision and values and addresses key strategies identified in the current Park and Open Space Plan to meet the diverse needs of the community within available resources. The mission of the Parks Division, "*To provide the ideal system of parks, natural resources and recreational opportunities which will enhance the quality of life for everyone,*" encapsulates the fact that Madison Parks are existentially correlated to promoting social equity in our community.

Major Goals

The Parks Division's goals are rooted in the POSP, which shapes our priorities through the lenses of Equity, Public Health, Sustainability and Adaptability. Overall, the Parks Division seeks to provide well-maintained, safe, orderly and welcoming public spaces, facilities, amenities and programs that promote mental, social and physical well-being for residents to recreate, connect, relax and restore. The Parks Division's 2022 Requested Operating Budget provides a continuation of existing service level for the community, including providing quality events and programming year-round; planning for a balanced park system that meets the diverse and ever-evolving needs of the community; and continuing and improving sustainability practices. Major focus will be placed on continued implementation of the Parks Equity Team Action Plan and critical community engagement within available resources. Finally, this request controls expenditure growth and balances stagnating revenues in a manner that allows for continuation of services within the levy support target.

COVID-19 Recovery

As the community recovers, traditional park use is approaching pre-pandemic levels and heavy recreational use continues that was prevalent throughout the past year, as evidenced through yet-again record permit sales. All facilities, including WPCRC and Olbrich Botanical Gardens, Goodman pool, shelters, athletics, restrooms, splash parks and drinking fountains are now available for use, and modifications to operations along with heightened cleaning protocols have been largely lifted, which alleviates this additional strain on resources. Parks-sponsored programming has resumed with some modifications to allow for a gradual return. The majority of Special Events have returned, though many are modified and some opted to cancel for the year due to the uncertainty of the pandemic earlier in the year. The Park permitting system (i.e. Lake Access, Dog, Disc Golf and Boat storage) has changed to entirely on-line transactions, a change that will likely become permanent. In 2022, Parks anticipates use will return to pre-pandemic levels and current service levels will continue within the expenditure authorization if there are no sustained reduction in gatherings as a result of pandemic outbreaks. Revenue projections are still challenging at this time given the lack of major events and related permits in the first half of

2021, leading to unknown potential variability in 2022. In addition, there is uncertainty around future permit sales. The community who stayed local with limited recreational and social opportunities who'd previously chose to purchase these permits with discretionary funds are now likely to be spent in other places, resuming travel and other activities that were restricted during the pandemic.

2022 Request and Equity

The Parks Division will continue to focus on promoting racial equity and social justice within the community through a variety of engagement strategies, including deepening connections and developing authentic relationships with BIPOC and otherwise marginalized communities. Parks continuously seeks to improve public engagement and guidance around services that will meet the needs of BIPOC, immigrants and refugees, low income and limited English-proficient communities along with other underserved members of our community. Overall, Parks will align community engagement and feedback to improve services provided, update the POSP to reflect the vast and growing needs of the community and inform implementation of the Division's Equity Action Plan as well as the POSP. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, including outreach efforts to increase interest in green field employment opportunities with various community partners. Community Recreation Services staff will continue to focus on developing culturally significant and relevant community programs and events in a safe and affirming community space for racially diverse and other underrepresented groups. Olbrich Botanical Gardens continues to provide a variety of interpretive and cultural enrichment opportunities centered around the gardens through various projects and programs such as the Indigenous Garden that was showcased within the Herb Garden in 2021. Further developing and expanding the Kids Need Opportunities (KNOW) program at WPCRC will be a major focus as staff and partners work to connect and uplift youth from BIPOC and otherwise marginalized communities through positive programming and enrichment opportunities. Parks Maintenance will continue to maintain parks, facilities and amenities to create diverse opportunities for free and healthy gatherings to meet the needs of the community.

2022 Request & Sustainability

Parks staff will continue to promote climate resiliency by supporting sustainable projects throughout the division. Olbrich Botanical Gardens is continuously evolving through featured improvements, plant selections and sustainable horticultural practices that minimize detrimental inputs and showcase strategies in practice and through educational programs to the public. Staff will continue working to reduce reliance on fossil fuels and ensure efficient facility operations throughout the system. Responsible land stewardship will continue through in general parks by improving and expanding pollinator gardens and native plantings, continuing to develop the prescribed burn program and prescribed grazing for invasive species management and exploring organic management and biological control measures, among other strategies. Parks-sponsored programs and partnerships with Public Health Madison and Dane County with the Connecting Children to Nature Initiative and various other volunteer organizations such as Friends of Urban Nature, Friends of Cherokee Marsh and Wild Warner, seek to foster a connection with the natural environment among residents of all ages, races and ethnic backgrounds. Parks will continue to highlight improvements and advancements in these areas through ongoing public communication through a variety of means in an effort to inspire others in the areas of responsible land and resource stewardship.

Major Changes in 2022 Operating Request

The 2022 Requested Operating Budget does not include any substantial changes from existing budgeted service levels. Utilizing existing resources, the Parks Division will continue to invest in the implementation of the Parks Equity Team Action Plan for the Division in 2022 and beyond. There are, however, concerns in Parks ability to provide additional service level utilizing existing resources due to newly developed parks, shelters, and buildings in addition to new initiatives, such as the Clean Beach Initiative, for which no additional funding were provided.

Summary of Reductions

The Parks Division's 2022 Requested Operating Budget includes several service reductions to achieve the aim of a 5% levy support reduction of \$767,594. Though reduction of services is not the Parks Division's goal, the potential reductions balance various factors with a goal of limiting the negative impact to the community from these reductions. The reductions would certainly have impacts on the park system, but they are rooted in the necessity of refocusing the Division's work towards providing spaces where the public can enjoy the many benefits of parks and reducing allocation of resources towards specific targeted uses. This level of reduction includes a significant percentage of the overall staffing within the Division and the impacts will be noticeable and likely undesirable to many in the community. Please note that if the system continues to grow in geographic size, quantity of park spaces and number of amenities and resources are cut or not added to support the continued growth in expenditures to adequately and equitably maintain the overall system on an annual basis, it would be irresponsible to continue to plan, develop and add amenities. Further, over the past year, through the COVID-19 pandemic and civil unrest, the importance of access to safe and orderly parks has been clearly demonstrated to be critical to the well-being of entire community, especially that the City needs to better serve those from BIPOC and other marginalized communities, and it is likely not possible to satisfactorily mitigate the impacts of these proposed reductions for communities. Proposed reductions are as follows:

1. Planning & Development: The elimination of one Landscape Architect Position will be a reduction of \$45,571 in wages and benefits from this service. This will delay the timeline to update the Park and Open Space Plan and conduct an Impact Fee Analysis in 2022. Parks Division will be required to indefinitely postpone some approved and planned capital projects and reallocate the current workload of capital projects within Planning & Development. Projects into future years will be impacted, including deferred maintenance on an aging system and other major projects. Parks ability to manage projects will be diminished without available Parks Planners with the capacity to do this work.
2. Olbrich Botanical Gardens: The partial lay-off of one Facility Maintenance Worker from 1 FTE to .80 FTE and reduction of garden and building labor will be a reduction of \$51,205 in permanent and hourly wages with benefits and related supplies from this service. The reduction will require a reduction of hours in operation one day per week, reduced ability to maintain the outdoor gardens and building facilities. In addition, there will be a reduction in supplies that will impact the available plant material and supplies for the production greenhouse and buildings.
3. Community Recreation Services: Service reduction includes decrease hourly Ranger funding by \$55,000 (hourly wages and benefits); reduce beach and pool services by \$34,000 (hourly wages, benefits and related supplies); and reduce year-round programming by \$42,000 (hourly wages, benefits, related supplies and revenue loss), for a total reduction of \$133,616. Decrease in hourly Ranger funding will reduce peak

season and winter patrols. The Pool season will be reduced by two weeks in late August and beaches will eliminate guarding at all beaches with exception of lifeguards on weekends only at Vilas and BB Clarke for 10 weeks. Programming will eliminate Ride the Drive, Trucks and Treasures, Winter Prom, and additional programs supported by Parks. Parks will maintain limited programming options focused on equity and inclusion in addition to refocus staff on volunteer initiatives. Parks will also reduce winter shelter rental operations in total, including operating only Elver, Vilas and Tenney facilities five days per week and will shorten the season by two weeks.

4. Park Maintenance: Service reduction includes a decrease of hourly staff \$294,759 (wages and benefits), reduction in supplies and services \$242,443, for a total of \$537,202. The reduction of hourly seasonal staff would create significant park maintenance issues across the system, but would reduce the need for a sizable layoff process of eliminating permanent positions. Proposal will eliminate most portable toilets from the system, reduce winter facility services, public fishing piers installation and services for the majority of public drinking fountains. There will also be fewer public restrooms available throughout the season. Services such as mowing and string trimming in parks will be significantly reduced and eliminated on medians. There will also be a substantial increases in the areas put into no-mow or managed meadows land management classification. Playground maintenance and repairs along with conservation parks land management will decrease. Landscaping services, sidewalk and bus shelter cleaning within the Mall Concourse Service area will also be reduced. Winter maintenance, such as snow removal and support of winter recreational opportunities will be reduced.

Optional Supplemental Request

After a thorough review of the critical needs of the agency, the Parks Division is proposing a 2022 Supplemental Request to provide for the creation of the “Equitable Green Jobs Initiative” based the Parks Equity Action Plan. The initiative will provide appropriate staffing levels and related supplies to invest in making meaningful progress on all aspects of the Parks Division’s eight part Equity Action Plan as follows:

- Parks Equity & Inclusion Coordinator—Add subject matter expertise
- Equity Data Analyst—Move toward community co-creation of the system
- Park Worker and Ranger—expand programs by creating pathways to permanent employment and reduce reliance on seasonal employees
- Facilities Maintenance Worker—add permanent staff to maintain welcoming community spaces
- Playground Tech and Conservation Tech—Create trainee positions for advancement opportunities
- Volunteer Coordinator—Build deeper connections to park spaces

The requested funding of \$785,788 will allow the Parks Division to be strategic and intentional in providing racial equity, social justice, and environmental sustainability services within the division. Through this supplemental request, Parks will be able to improve public engagement through community guidance and expertise around services that will meet the needs of BIPOC and other underserved members of our community. The Parks Division will align community engagement and feedback to inform how we implement and further develop the Equity Action Plan, “Equitable Green Jobs Initiative” and culturally significant and relevant programs for traditionally underserved communities to see themselves using, working for and benefitting from our Madison Parks.

Future Parks Division Operating Planning

It is necessary to highlight some key future needs that will require attention in the coming budget process. One of Parks' most significant challenges is to provide adequate service level to support new initiatives along with established initiatives within the parameters of the target budget. As the continued expansion of the park system through both newly developed parks and the Town of Madison have added sustained pressure on future capital budget needs, the trickle effect is added pressure on operating budget needs. Parks continues to focus on leveraging resources to absorb increases in services but the current Operating budget level cannot absorb the growing service level required without additional funding. Notably, the 2022 requested Operating budget does not address the Clean Beach Initiative nor the Olin Building Upgrade that expands the need for additional service. The Parks Division will continue to evaluate options and will seek to engage with the Finance Department to identify a process that can provide strategic direction on these issues moving forward.

CC: Deputy Mayors
Budget & Program Evaluation Staff
Lisa Laschinger, Assistant Park Superintendent
Christopher Peguero, Assistant Park Superintendent
January Vang, Parks Finance Manager
Pat Hario, Parks Administrative Assistant
Katie Pollock, Parks Finance Management Intern

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Community Recreation Services

SERVICE NUMBER:

511

SERVICE DESCRIPTION:

This service is responsible for programming, volunteers, aquatics, rangers, permits, and community events. This service includes City-provided services as well as regulating private and non-profit services and events. The goal of the service is a safe, accessible, affordable, and equitable park system.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$979,393	\$1,259,468	\$996,039	\$1,207,852	\$1,235,719	\$1,245,719
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$979,393	\$1,259,468	\$996,039	\$1,207,852	\$1,235,719	\$1,245,719
<i>Budget by Major</i>						
Revenue	(\$1,049,152)	(\$1,012,050)	(\$552,823)	(\$1,022,620)	(\$1,022,620)	(\$1,022,620)
Personnel	\$1,737,859	\$1,934,680	\$1,329,842	\$1,872,961	\$1,908,719	\$1,918,719
Non-Personnel	\$226,019	\$260,270	\$145,354	\$266,216	\$266,602	\$266,602
Agency Billings	\$64,667	\$76,568	\$73,666	\$91,295	\$83,018	\$83,018
Total	\$979,393	\$1,259,468	\$996,039	\$1,207,852	\$1,235,719	\$1,245,719
FTEs		12.95		13.04	13.04	13.50

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Community Recreation Services provides programs and community events that bring people together. This service ensures that the City of Madison will have a safe and affirming community space for underrepresented groups through a wide variety of parks and public spaces and continual events and programs. This service area is focused on Community Connections and Recreation.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Facility Rental	40	Park usage for athletic, recreational, cultural, musical, culinary and other event purposes.
Pool and Beach	40	Beach, splash park and pool usage for the community.
Programs	20	Year-long selection of events and programs for all residents.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$10,000

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

Parks proposes adding \$10,000 for hourly wages and benefits (hourly FICA), which moves towards restoring funding from the reduction of \$38,000 in the Aquatics services in the 2021 Adopted Operating Budget. There is no request for new levy funding, this is from anticipated overall increase to the Parks

Division's Operating Budget from Olbrich Botanical Gardens.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	General	\$14,443	Increase 2 Perm PT Ranger authorized at .8 FTE to 1 FTE each
Benefits	General	\$6,127	Increase benefits to account for Perm Full Time Rangers
Total		\$20,570.33	

Explain the assumptions behind the allocation change.

Hourly wages will be converted to perm wages and benefits to convert perm PT Rangers to perm FT Rangers.

What is the justification behind the allocation change?

After a thorough analysis of the Ranger section within the Community Recreation Services, with a 60% turnover in a 3 month time frame, Parks Division needs to convert 2 perm PT Rangers into 2 perm FT Rangers to ensure ranger services.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	General	\$10,000	Increase in Hourly wages and benefits
Total		\$10,000	

Explain the assumptions behind the requested funding.

This proposal accounts for increased revenues at Olbrich Botanical Gardens that will not be offset by expenses within that Service's budget. Adjustments made to ensure appropriate budget for additional hiring of hourly employees.

What is the justification behind the increased funding?

The Pool and Beach Activity was reduced by \$38,000 in 2021, which has resulted in major disruptions to beach services and pool operations. The proposed \$10,000 increase in funding will help to restore some level of services within the activity.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
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Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed base budget and accompanying change in funding for Aquatics staffing.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Park users across the system benefit from customer service, park programming, pool, beach and ranger services, including those who attend events in the parks. Those who do not use the spaces because they do not feel they belong, cannot afford to participate or for other reasons do not benefit from the current services. Staff will work within existing resources to build better connections those communities we know have been traditionally underrepresented.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Parks Division gathers use data from athletic and shelter reservations, permit application materials, and admissions/concessions tracking systems and directly from usergroups and various stakeholders. Scholarship data is available for pool passes. While this data provides some use metrics, it is limited and does not provide demographic data. There is real lack of local data outside anecdotal data and direct feedback by communities most impacted. An investment in data analysis is needed to better understand and build strategic initiatives to move to more authentic partnership with BIPOC communities. In 2021 parks heard loud and clear through local News and media the impact for BIPOC communities the decision to scale back Ride The Drive at Marlborough Park because the Parks Division wasn't able to bring the needed volunteers for a safe event. This revealed that Parks needs to deepen our connection to NRT neighborhood Parks and incorporate those perspectives earlier in our planning and programs. That will require an investment in dollars for additional staffing hours to meet that need, not a reduction.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Parks regularly works with user groups, including MSCR, MAYSA, MUFA, Madison Area Cricket Association, WI Youth Company, as well as neighborhood groups and associations. Staff work with dedicated Madison Parks Foundation; volunteer groups who help provide valuable services to the community through the Adopt Ice Program, Central Cross Country Ski and MadNorSki; and friends groups who help to provide nature-based programming across the City, including Friends of Cherokee Marsh, Wild Warner, Friends of Urban Nature and others. Parks also partners regularly with other City agencies, including Public Health through the Connecting Children to Nature Initiative, Library through Anji Play, as well as Traffic Engineering in the Planning of Ride the Drive, among many

others throughout the course of the year. In the Marlborough Park Ride the Drive example we heard from BIKEquity, Wheels for Winners and Just Bikes. We hear directly from individuals but also recognize that many complaint calls that come directly to the Parks Division or indirectly from Alders is from overwhelmingly wealthy, white home owners near parks or using the Park and those complaints often involve people of color use of Parks. A rebalance on who the Parks Division regularly hear from or in the development of Parks programing or policies needs a balance shift toward BIPOC communities. Community centric culturally relevant programming and policies need to be co-created with BIPOC communities to better drive a collective sense of ownership, stewardship and sense of belonging for all in our Parks system.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Overall, the proposed base budget will maintain services and allow for increased engagement with the community, which will be beneficial to BIPOC and otherwise marginalized communities. However, a reduction of Community Services to the Aquatics staffing from 2021 on top of several iterations of annual budget reductions will only exacerbate equitable access for communities that have traditionally been underserved by our Parks system at a time when our staff and leadership are working to prioritize that work.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Staff will continue ongoing communications with existing partners through meetings, emails, newsletters, social media posts, website updates and various City-sponsored events. The Parks Division is prioritizing our Equity Action Plan that was developed by our Equity Team in 2020. That work primarily is internal work. Parks recognize and is prioritizing our external BIPOC community engagement to better understand how our Equity Action Plan will benefit BIPOC communities. We are building our BIPOC community stakeholders now. Parks staff also recognize that earlier engagement that does not continue to overburden, recognizes BIPOC community expertise is adequately compensated is a necessary component to authentic, accountable and transformative partnership.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

The proposed Base Budget allows for continuation of current services, including continued work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of Equity Action Plan, specifically centered around connecting and developing more authentic partnerships with BIPOC communities, within available resources.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce Parks Programming	42,400	Parks programming such as Ride the Drive, etc. and other winter recreational offerings will be either reduced or eliminated.
Reduce Beach and Pool Services	34,000	Pool season will be shortened by 2 weeks, beach services will be significantly scaled back from 2019 levels and reduction in related supplies.
Reduce park patrol provided by Hourly Park Rangers	57,216	Decrease Hourly Park Rangers and related supplies.
Total	\$133,616	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$127,000	As part of the reduction in programming for recreation services, pool season and hourly rangers, overtime salary and benefits will be reduced. The programming reduction and winter recreational offerings will include \$25,000 of hourly wages and \$15,000 in Perm OT. Hourly Park rangers would be reduced by \$55,000 and Beach and Pool Services would include a reduction in \$32,000 of hourly wages and benefits.
Non-Personnel	\$15,616	Reduction in related Park Rangers, Programming and Aquatic supplies in response to overall reduced services.
Agency Billings	(\$9,000)	No material decrease anticipated in revenue from Park Rangers and Aquatics. A reduction in revenue from Programming and Winter Recreation is anticipated.
Total	\$133,616	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

MGO Pulic Property Chapter 8 outlines expectations for park users, including boat launches, parking, event condition compliance, dogs in parks and overall park of use of park amenities and spaces. Service reductions within Community services will result in reduced capacity to monitor and educate park users and ultimately the Parks Division's ability to enforce ordinance violations.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

After careful consideration of the Parks Division's overall mission and the resources required to provide adequately maintained public spaces, these reductions were selected as they were deemed to have the least negative impact on the community. Safe and reasonably maintained spaces will be provided, but the Community Services section will be refocused on providing access to a variety of open spaces and amenities, facilitating park use, and attempting to open remaining resources to intentionally focus on volunteer and neighborhood connections.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The reduction of parks programming will require complete revamping and refocusing of Parks Recreation Services. Significantly reducing parks programming, by eliminating all programs with exception of winter recreation, Sina Davis Movies in the Park program, Anji Play, Learn-To series and Bird & Nature Festival. Cancelled/suspended programs include nearly all others, including, but not limited to Ride the Drive, Trucks & Treasures, Safety Saturday, Groove & Glides and skating parties. Winter concessions will be consolidated to three locations (Elver, Tenney and Vilas) and rentals will end approximately 2 weeks earlier. There will be no concessions/attendants two days per week. Due to reductions in other areas of Parks, significant effort will be put into growing the existing volunteer program, including recruiting, supporting and managing volunteer efforts. Overall, these reductions will impact those who benefit most from a diverse offering of

free community programming.

The reduction in the Aquatics program will sustain and deepen reduction in services taken from 2021 Operating Budget and throughout recent history. BB Clarke and Vilas Beaches will be the only guarded beaches on weekends only for 10 weeks. Focus will be providing clean and safe areas to swim with regular beach cleaning/maintenance. The pool will close two weeks earlier than normal, and there will need to be reprioritizing of services offered and hours of operation within the facility.

The decrease in hourly Park Ranger will eliminate all hourly Ranger coverage over the winter months and reduce overall park patrols. Permanent ranger shifts will need to be more widely distributed to cover critical times year-round and routine visits to smaller parks will need to be eliminated. Ranger efforts will need to be focused primarily on community parks and will be more complaint driven than proactive. Reduced presence will result in longer wait times for customer service calls and the capacity to educate the public on proper park usage will likely be diminished.

Overall, this series of reductions will impact the Parks Division's ability to provide a variety of free or otherwise affordable recreational opportunities. It will also affect the ability for staff to better engage with the community through a variety of means from recreational services and City-sponsored programs to Ranger services. The work of community services to better engage communities of color earlier and understand how to build better authentic connections to those communities we know have been traditionally underrepresented will compete for limited resources of more privileged communities that have well established paths to complaint based systems. Those complaints must be balanced with the need to uplift and reinvest into black and brown communities, immigrant and refugee communities, limited-English proficient communities and low income communities. If disinvestment continues with those communities, disparate access to parks and outdoor space will only be exacerbated.

Over the past year, through the COVID-19 pandemic and Civil unrest, the importance of access to safe and orderly parks has been clearly demonstrated to be critical to the well-being of entire community, especially that the City needs to better serve those from BIPOC and other marginalized communities. In 2021 parks heard loud and clear through the community, as well as local News and social media the impact for BIPOC communities the decision to scale back Ride The Drive at Marlborough Park because the Parks Division wasn't able to bring the needed volunteers for a safe event, which is an event that would not be able to happen through this reduction. This revealed that Parks needs to deepen our connection to NRT neighborhood Parks and incorporate those perspectives earlier in our planning and programs. That will require an investment in dollars for additional staffing hours to meet that need, not a reduction.

It will be very difficult to mitigate the impacts of this reduction, but efforts will be made through thorough and timely messaging through the Parks Division's Website and social media accounts in addition to signage on site. Individual shareholders will also be notified of the change and asked to assist in sharing the messaging. It is likely that more complaints will come from well-connected neighborhoods and residents than those who will more deeply feel the impacts of this cut.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Olbrich Botanical Gardens

SERVICE NUMBER:

511-A

SERVICE DESCRIPTION:

This service oversees all operations at Olbrich Botanical Gardens. The City works in partnership with the Olbrich Botanical Society to provide a well maintained facility that includes 16 acres of gardens and a diverse array of educational programming. The goal of the service is to provide a quality and well-maintained public garden, learning center and conservatory.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$880,495	\$1,125,579	\$1,361,759	\$1,426,106	\$1,486,566	\$1,476,566
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$880,495	\$1,125,579	\$1,361,759	\$1,426,106	\$1,486,566	\$1,476,566
<i>Budget by Major</i>						
Revenue	(\$651,913)	(\$614,000)	(\$174,406)	(\$294,500)	(\$294,500)	(\$349,500)
Personnel	\$1,185,796	\$1,325,990	\$1,234,839	\$1,304,144	\$1,370,022	\$1,400,839
Non-Personnel	\$309,634	\$359,130	\$261,799	\$364,995	\$364,195	\$378,378
Agency Billings	\$36,978	\$54,459	\$39,526	\$51,467	\$46,849	\$46,849
Total	\$880,495	\$1,125,579	\$1,361,758	\$1,426,106	\$1,486,566	\$1,476,566
FTEs		12.75		13.70	13.70	13.90

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Olbrich Botanical Gardens (OBG) is one of the primary tourist destinations in Madison. As such, Olbrich is involved in many strategies to develop the culture and character of Madison: creating vibrant and inviting places for residents and visitors by maintaining quality botanical gardens and greenhouses; preserving special places that tell the story of Madison by establishing itself as a premier destination; reflecting ethnically diverse cultures through the Thai Pavilion and Garden and the large variety of plant species in the Bolz Conservatory; creating safe and affirming community spaces by hosting weddings, classes, and special events; and balancing the concentration of cultural and entertainment venues between downtown and other areas of the city through its location, offering free admission to a large portion of the gardens, and by hosting regular public events. The public-private partnership between the City of Madison and the Olbrich Botanical Society (OBS) demonstrates how partners can enhance a cultural and environmental destination. OBS supports the Bolz Conservatory, the outdoor gardens, and community education programs for all ages, in addition to serving as the fundraising arm of Olbrich Botanical Gardens. OBS raises approximately \$2 million annually for Olbrich Botanical Gardens through programs, donations and membership. In addition, OBS committed to funding \$6 million or half of a major building expansion completed in 2020.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Native Plant Conservation	50	Olbrich Botanical Gardens outdoor gardens feature sustainable design and plant collections hardy to the American Midwest for study, enjoyment, and public benefit. OBG practices sustainable horticulture that minimizes detrimental inputs and showcases strategies that contribute to the well-being of a diverse community and natural environment.
Community Programs	30	A variety of activities provide enrichment, cultural and interpretive opportunities centered around the gardens. Clean, safe and accessible public spaces are provided for visitors. Including, rental facilities,

and the Bolz Conservatory admissions program, which provide revenue to the City, as well as for educational programs.

Exotic Plant Conservation

20

The Bolz Conservatory features plant collections native to the world's tropical forests for study, enjoyment, and public benefit.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$10,000

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

Base budget includes proposed revenue increase of \$55,000 in anticipation of increased rentals in the newly expanded facility as well as from increased admissions to the Bolz Conservatory. This revenue will be offset by an increase in related personnel (OT and hourly wages) and supplies expenses of \$45,000 to support increased rentals and visitorship, so as not to negatively impact current services levels. Note that the baseline 2022 Operating budget does not include a .2 FTE increase in position # 4640, Information Clerk, adopted in the 2020 Operating budget. A position allocation form was submitted to address this error.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? Yes

Type	Fund	Amount	Description
Overtime	51310	\$11,440	Increase Overtime along with benefit due to increase in revenue
Premium Pay			
Hourly	51113/51210	\$19,377	Increase Hourly along with benefit due to increase in revenue
Total		\$30,817	

Explain the assumptions behind the requested funding.

The newly completed expansion enhanced and expanded rental and programming facilities, the assumption is that the number of reservations and events will increase, as will related staffing costs to maintain the facilities and support the events. In addition, Conservatory admissions fees will be used to fund maintenance of facilities as a result of increased visitorship to the facility.

What is the justification behind the increased funding?

The number of reservable spaces within the facility have increased which will result in an increase in the quantity, scope and scale of gatherings held within the facility. Additional staffing resources are necessary to ensure facility is adequately maintained in response to increase in gatherings and general visitorship.

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
General	43	\$55,000	Catering Concessions, Facility Rental, Bolz Conservatory Admission

Explain the assumptions behind the change to budgeted revenue.

Major Olbrich expansion was completed in 2020, which enhanced and expanded rental and programming facilities. Parks assumes that the number of reservations and events will increase, as will associated revenue.

What is the justification behind the proposed change?

The number of reservable spaces within the facility have increased substantially, which provides for additional options for revenue generation through Facility Rental and Catering Fees as gatherings, such as wedding receptions, memorials and other special events are held in 2022. In addition, we anticipate increase admission to the Conservatory based on pre-pandemic numbers and increase programming and overall visitors.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
General	53	\$14,183	Work Supplies, Janitorial Supplies, Tree Shrubs Plants

Explain the assumptions behind the requested funding.

The amount of production greenspace increased through the recent redevelopment and expansion of the greenhouse. There is an anticipated increase in supplies utilized in greenhouse production, which will ultimately be incorporated into the the outdoor garden and conservatory. The expanded building facilities and anticipated increase in use will result in the need for additional janitorial supplies.

What is the justification behind the increased funding?

The increase in supplies is needed to maintain the quality of the gardens and facilities as a result of the expansion. Without these additional resources, the quality of the gardens and visitor experience would be impacted.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Olbrich Botanical Gardens continues to prioritize offering an inclusive environment in which BIPOC, low income, and/or marginalized community will have access to a wealth of resources presented through the outdoor gardens, Bolz Conservatory, educational offerings, and community programs. Through intentional outreach and networking, staff work to introduce various gardening techniques, plant selection, and educational programs in addition to creating an overall welcoming environment for all visitors. In 2019, Olbrich formally incorporated their goal for community engagement and inclusion into planning and operations: Make Olbrich Botanical Gardens a destination where all visitors, volunteers, and staff are valued and feel they belong. With conscious intent and continuous learning, OBG staff and volunteers will address barriers to inclusion through education, operational changes, and partnerships with the community.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Olbrich Botanical Gardens is one of the few free public gardens in the US, enabled by the partnership between the City of Madison Parks and the non-profit Olbrich Botanical Society (OBS). About 325,000 visitors enjoy the gardens annually and they are the direct beneficiaries of this important community resource. There is a fee for entry to the Bolz Conservatory; free passes (funded by OBS donors) are available at the cashier station for anyone who requests them. In addition to the onsite experience, Olbrich posts free videos and updates on You Tube, Facebook, and Instagram for those who are interested in the gardens but are unable to visit in person; thousands of users learn from these virtual resources. Olbrich visitors share their experience and lessons learned with others who then indirectly benefit from onsite work. The entire community benefits through responsible land stewardship practices that improve the environment, such as pollinator protection and education efforts and sustainable gardening practices. More work is underway to invite those who are not aware of the resources available, have access issues to visitorship, or who choose not to visit. This budget will allow for continued intentional focus around increasing inclusivity, removing barriers, and seeking opportunities to connect with marginalized populations.

<p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p>	<p>Olbrich’s Community Engagement & Inclusion Staff Working Group, established in 2019, is working to address barriers to garden accessibility, including communications and outreach, financial barriers, and physical barriers. A priority is learning about who is and who is not visiting. Demographics of visitors are not available; with 2022 funding from the Olbrich Botanical Society, staff plan to gather information directly from BIPOC populations, people living with lower incomes, and people who are otherwise marginalized so that barriers they communicate can be addressed. Affordable strategies for gathering demographics will also be explored. To solicit input from the community, articles in the OBS quarterly newsletter and All Volunteer Email Updates present community engagement and inclusion topics, including a 2021 article that invited people to voice their priorities for improving access to Olbrich.</p>
<p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p>	<p>Olbrich Botanical Society (OBS) partners with the City on an ongoing basis to provide and improve a wide array of services at the gardens, including diverse cultural experiences. OBS is committed to equity and inclusion in programming and access. Parks continuously works with Engineering to ensure the facilities are well-maintained and functioning properly to ensure safe access. Community partnerships are in place and help inform Olbrich programming, including those listed below:</p> <ul style="list-style-type: none"> ○ Goodman Community Center: Annual collaboration with their Seed to Table Program, with high school students seeding lettuce, planting it, harvesting it, and then stocking food pantry with lettuce. ○ Nehemiah, Center for Urban Leadership Development: Initial zoom meeting with their staff after they reached out to Olbrich after reading article in Garden News about Community Engagement & Inclusion Working Group. ○ MMSD: Teachers help inform Explorer School Programs. ○ Ho-Chunk tribe members: Partnered to create Indigenous Garden in Herb Garden. ○ Stereotyping and Bias Research (SABR) Lab in the Dept of Psychology, UW–Madison: Dr. William Cox delivered staff training on Empowering People To Break The Bias Habit, Evidence-Based Approaches To Reducing Bias And Creating Inclusion.
<p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.</p>	<p>The base budget would continue the policy of free public access to the gardens daily. This is one of the most important access features for first-time visitors and for people with lower incomes. The proposed budget could potentially impact those who do not visit the gardens if it were to take resources away from another area and not make intentional efforts to increase inclusiveness and access.</p>
<p>e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?</p>	<p>Olbrich communicates with OBS members, class attendees, e-news subscribers, and the public on a regular basis, addressing diversity, inclusion, and equity issues in the context of programs and operations. Channels used include: quarterly newsletter,</p>

monthly e-news, social media posts including Facebook, Instagram, and YouTube, and regular reporting the OBS Board of Directors and Board of Parks Commissioners. In addition, specific Olbrich departments have developed partnerships with community organizations and exchange ideas and information with them. Staff also participate in City-wide RESJI Initiatives and Madison Parks' Equity Action Plan.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

The proposed Base Budget allows for continuation of current services, staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation and implementation of Equity Action Plan within available resources.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$767,594

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

\$51,206

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce Facility Maintenance Worker adopted in the 2020 budget due to expansion from 1 FTE to .8 FTE	13,206	Delay ongoing preventative maintenance throughout the facility due to lack of maintenance staff, and reduced capacity to provide overall facility support for visitors.
Reduce the level of hourly laborer and attendants along with OT Perm	28,000	Reduce mowing, mulching, tree planting and other tasks performed by the hourly. Quality of maintenance will be reduced. Reduce hours of operations as needed, quality of service will be reduced.
Reduce Supplies	10,000	Reduce trees shrubs and plants.
Total	\$51,206	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$41,206	Reduce 1 FTE Facility Maintenance Worker to .80 FTE previously added to the budget in 2020. Reduce the level of laborer hours available for the outdoor gardens and attendants for hours of operations.
Non-Personnel	\$10,000	Reduce trees shrubs and plants purchase.
Agency Billings		
Total	\$51,206	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is not mandated to perform these services.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

0.2

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

The proposed series of reductions were chosen so as to minimize the overall negative impact of a cut of this size on overall garden operations.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Under the 2022 proposed reduction, the Gardens will be required to close two (2) hours early on Mondays, in order to reduce hourly and supply costs. In addition, the Facilities Maintenance Worker that was just approved for hire in July 2021 to support the two new buildings opened in 2021 will be reduced from 1.0 to .80FTE, which will result in delayed preventive maintenance throughout the complex. Reduction in Overtime Wages would result in delayed emergency support for facility needs, specialized garden operations and special events. Reducing the level of laborer hours for the outdoor gardens will reduce mowing, mulching, tree planting and other tasks performed by the hourly. The quality of garden maintenance will be reduced as a result of the reduced staffing and supply resources needed to beautify the spaces. In the long term this may impact Olbrich Botanical Society and their \$2 million budget that supports programs as well as horticulture & conservatory maintenance.

Overall, this reduction will not produce favorable results and the impacts will be noticeable. Those who are only able to access the gardens at the time they are closed due to this service reduction will also be impacted. Further, this reduction in available resources could impact staff's overall ability to make progress on strategic planning and implementation around the Equity Action Plan and directly related ongoing initiatives. The impacts of this reduction are somewhat mitigated by not reducing hours of operations for all other days and by providing other hourly employment opportunities. Ongoing substantial communication through a variety of means to all partners and the broader community will be required to ensure that the change in service level is clearly communicated.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Park Maintenance

SERVICE NUMBER:

512

SERVICE DESCRIPTION:

This service is responsible for the maintenance of all park facilities, open spaces and parkland, dog parks, and disc golf courses. Specific functions of this service include (1) general park maintenance, (2) facilities maintenance, (3) conservation park maintenance, (4) Mall/Concourse park maintenance, (5) park construction, and (6) the operation of the Forest Hill Cemetery. The goal of the service is a well-maintained and well-used park system.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$10,841,991	\$11,093,146	\$10,968,992	\$11,651,052	\$11,429,602	\$11,429,602
Other-Expenditures	\$5,276,111	\$734,450	\$731,951	\$688,458	\$482,969	\$680,396
Total	\$16,118,102	\$11,827,596	\$11,700,943	\$12,339,510	\$11,912,571	\$12,109,998
<i>Budget by Major</i>						
Revenue	(\$4,547,924)	(\$1,183,150)	(\$1,247,935)	(\$1,194,550)	(\$1,194,550)	(\$1,194,550)
Personnel	\$10,894,208	\$8,502,858	\$8,421,403	\$8,598,487	\$8,623,653	\$8,623,653
Non-Personnel	\$7,385,788	\$2,613,609	\$2,580,155	\$2,582,650	\$2,367,607	\$2,565,034
Agency Billings	\$2,386,030	\$1,894,279	\$1,947,320	\$2,352,923	\$2,115,861	\$2,115,861
Total	\$16,118,102	\$11,827,596	\$11,700,943	\$12,339,510	\$11,912,571	\$12,109,998
FTEs		81.25		87.35	87.73	88.71

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Park Maintenance works to make a green and resilient Madison by increasing connectivity between parks and open spaces through greenways and trails; practicing responsible land stewardship in 270+ parks and over 6000 acres; pursuing sustainable and innovative improvements to park facilities; and actively making an effort to be a model park and open space system for City residents and visitors. This service encompasses everything identified under Green and Resilient in making the City of Madison a place to bring people together, improve health and well-being by maintaining well managed and safe park and public spaces.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Maintain Parks Infrastructure	70%	Infrastructure maintenance includes the maintenance of parks buildings, pool, splash parks, refuse/recycling management, amenities, electrical and plumbing needs throughout the systems. Amenities include playgrounds, beaches, field lighting, irrigation, and ice rinks as well as snow removal from the streets, bike paths, bus stops, sidewalks and parking lots. Other infrastructure includes year-round maintenance of Mall Concourse Maintenance Service area.
Land Stewardship	30%	Land stewardship involves the maintenance of general parkland and conservation areas and other city-owned property. In addition, parks manages turf on medians and other city-owned property. All land stewardship is conducted in accordance with the Parks Division's adopted Land Management Plan.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No proposed funding changes; however, there are 2 fully budgeted positions which will need to be corrected and added to Parks Operating Budget. Position # 1251, a shared TE staff will need to be added to Parks budget at 50% of the 1 FTE. Position # 1537 should be fully budgeted in Parks Operating budget but 30% of the position is in Golf. This will need to be transferred over.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed base budget, as it allows for continued service levels that provide a variety of safe accessible, clean and well-maintained parks. Welcoming and well-maintained parks create opportunity for free and healthy gatherings.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All of the City of Madison residents and neighboring communities benefit from maintaining a safe, accessible and inclusive park system. Maintaining affordable open spaces for social gatherings, walking and other recreational activities helps create a vibrant and healthy community for all of the city residents. While the operating team works to maintain a standard of service excellence across the parks system, additional work in understanding the demographics across the system may further support the Parks effort to assure services are aligned and support the diverse needs of the community.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

There various means for collecting and using both primary and secondary information. Shelter and Athletic facility use reports, as well as special event and street use reports provide some metrics for use of the spaces, though they do not capture demographic data. Information is gathered directly from regular user groups, volunteers, neighborhood associations and other community partners, as well as through through NRT's. Secondary information is shared through the data resources provided by Parks Planning through community engagement and demographic information. The feedback from volunteer groups and community engagement teams is also used. Additional direct feedback opportunities should be considered as a continuous improvement step.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Operations works with a number of partners for support and feedback including the Parks Racial Equity Team, Neighborhood Resource Teams, various City agencies (Engineering, Streets, Traffic Engineering and MPD), Dane County Parks, Operation Fresh Start, and Madison Metropolitan School District, MUFA, MAYSA, Madison Cricket Association, Central Cross Country

Skiing, MadNorSki, Latino Workforce Academy, Sankofa Outreach group and multiple organized friends groups including Friends of Cherokee Marsh, Friends of Olin Turville, Friends of Hoyt, Friends of Sycamore and Wild Warner. Staff regularly communicate with these groups to gain feedback and continuously improve services and make recommendations towards capital improvements.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

While maintaining the budget status quo provides for continuation of existing service levels, these levels cannot be sustained with the growth in parkland, amenities and facilities within the system. Continued growth without additional resources will begin to impact a growing population that depends on the park system for safe, affordable, and inclusive areas to promote physical and mental health, engage with others and provide for diverse cultural experiences. The park system continues to grow as do the demands for open spaces. Failure to allocate additional funds to support this need could result in unintended consequences to those that cannot afford other more costly options.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Operations will continue to engage with user groups, community partners and neighborhood organizations through a variety of means, including meetings, emails, social media, blog posts, newsletters and website updates. Staff will continue to participate in regular NRT meetings and other community meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

The proposed Base Budget allows for continuation of current services. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of Equity Action Plan within available resources, along with continue to collaborate with NRT's to make operational improvements within available resources. Specifically, operations staff will continue to build connections and work to engage with BIPOC and other marginalized communities around promoting green field employment opportunities, particularly with Operation Fresh Start, Sankofa, Urban League, Latino Workforce Academy and other outreach and youth employment organizations.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$767,594

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

\$537,202

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
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Activity	\$Amount	Description
Administrative reductions	9,500	Reduce funding for postage and postage supplies.
Operations hourly staff reduction	294,759	Reduction of hourly employees
Operations supplies and services reduction	232,943	Close some restrooms, drinking fountains, and trash cans to reduce the supplies needed to maintain these facilities. Reduce amenities available, including portable toilets and fishing piers
Total	\$537,202	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$294,759	Overall Operations reduction of seasonal hours budget. Additionally, reduced General Parks overtime budget by 53% and reduced premium pay by 54% due to reduced overtime and weekend work. Rebalance the facilities team work plan to increase capital work at the cost of operational response and preventative maintenance care.
Non-Personnel	\$242,443	A reduction in planting and turf management, building and janitorial supplies, playground repair parts, erosion control and safety supplies. An additional reduction in porta potties, and the number of shelters available and fishing piers available.
Agency Billings		
Total	\$537,202	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is mandated through the City of Madison's Noxious Weed Ordinance (MGO 23.29) and the WI State Code WDNR NR 40 (Wisconsin Administration Code Chapter NR 40 – Invasive Species Rule) to control noxious weed species on publicly owned lands. As natural land management services in Conservation and General Park sections are reduced through decreases in available labor and material resources and no mow areas are added to park land, it will likely result in decreased response rate to reports of noxious weed species and potentially lead to an increase in these plant populations.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

After careful consideration of the Parks Division's overall mission and the resources required to provide adequately maintained public spaces, these reductions were selected as they were deemed to have the least negative impact on the community. Service levels will be impacted, but safe and reasonably maintained spaces will be provided within resource constraints. The following service reductions are proposed to meet the Parks Division target 5% reduction:

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The impacts of the proposed reductions are significant and far-reaching across the system. The overall quality of spaces, Parks Maintenance will only be able to perform the basic duties of mowing turf, restroom cleaning and garbage removal. Support for special events after hours and over the weekend will not be possible.

The basic general park maintenance duties including turf mowing, snow removal, ice maintenance, restroom cleaning and garbage removal will continue with adjustments to standards of service. The regular shelter season will be adjusted and public restroom availability will be decreased. The certain shelters/restrooms would continue to be cleaned from May until October and others would be cleaned as needed to support reserved shelters or open a significantly reduced amount of time, and some shelters may not open based on historic rental data. Parks mowing would essentially be reduced by 25% in parks by increase no mow areas. String trimming would be eliminated except around park shelters and other amenities.

In addition, drinking fountains, primarily located in neighborhood, mini parks or otherwise less densely populated/trafficked areas may not be operational.

The reduction of permanent OT would result in the elimination of needed trim mowing resulting in undesirable field and turf conditions during the spring.

Ice maintenance OT would also be reduced, resulting in reduced ice quality and deterioration. Winter snow removal response would be reduced and otherwise supported based on priority, but would result in delays in clearing bike paths, bus stops and sidewalks and limit ability to support ice rink maintenance. Reduction in winter services will reduce the ability to support ice maintenance at neighborhood rinks and will require Adopt Ice partners to be more self-sustaining.

The supply and service budget would be reduced which in part would be supported by the reduction in work, but the impact on will reduce supplies for materials for janitorial, work supplies and building supplies in General Parks. In addition, funds for equipment rental will be reduced and equipment supplies will be reduced potentially resulting in reduced preventative maintenance. Elimination of most portable toilets will limit such restroom accommodations to current heavy use bike path locations and select athletic facilities.

Reduction in mall seasonal hours will decrease powerwashing for the bus shelters, sidewalk and landscape bed weeding. This would make the Mall sidewalks and bus shelters look less appealing. Reduction in general maintenance and weekend seasonals services would impact the ability for Mall to be proactive in addressing concerns in the area. Reduction in supplies such as janitorial and plant supplies, decreasing the number of planters by half will impact the attractiveness and beautification efforts for the area along with the cleanliness of Peace Park Visitor Center and Mall shop areas.

Playground maintenance would decrease and route maintenance would be eliminated. This work includes trash picking, graffiti removal, string trimming, kick-out surface repairing and light structure repairs as needed to all 176 playgrounds. Playground concerns will increasingly be addressed on a reactive basis and playground surfacing replenishment on the over 50 playgrounds with wood mulch would be significantly reduced. In addition there would be less assistance in capital funded projects such as in-house playground installs with limited staff. A reduction in supplies and services would provide for fewer playground repair parts and reduce equipment supplies and services for preventative maintenance measures.

Reduction in land management would limit capacity to control invasive species in the spring (April-June) and to maintain/improve trails in the summer. The number of acres intensively managed for invasive species would be reduced from 134 ac to 100 ac. This would include 30 acres of management units that have received recent investments of CIP funding and are still being brought from "establishment" to "maintenance" mode. Alternatively, better quality units could receive maintenance every other year, rather than annually, at the cost of "Early Detection Rapid Response" that now maintains low levels of priority invasive species in these units. This would increase the risk of better quality units reverting to low-diversity, low-quality habitat. Trail repairs and improvements would be prioritized based on safety needs and possibly delayed. Trail maintenance of finish mowing twice a month would continue, but repairs and improvements would be completed over a longer timeline. This reduction would impact the ability of permanent staff to support and cultivate volunteers.

The budget reductions, will affect the park services and quality, along with the spaces, facilities and amenities available. These changes will likely have negative effects on the spaces and the health BIPOC and other marginalized communities, as they may not feel as well-maintained and welcoming if available at all and it may be difficult to use the spaces as intended if there are delays or significantly modified service levels. Further, the proposed reduction to the seasonal hourly workforce will impact the diversity of the workforce and the trained and experienced diverse candidate pool as permanent positions come available. These impacts will be extreme and drastically noticeable. It will not be possible to significantly mitigate the impacts of these reductions for the community, but especially not for BIPOC and other marginalized communities, who are likely to disproportionately impacted due to their reliance on these spaces. Parks will attempt to mitigate the impacts of these service reductions through intentional and clear messaging on the Parks Division's website, Social media and on site signage. In addition, we will directly partners and that will be impacted and work closely with shareholders and Alders to share the information with their contacts.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
"Equitable Green Job Initiatives" based on Equity Action Plan	785788	Professional oversight of the Parks Division's Equity Action Plan Implementation which would involve engaging with and compensating BIPOC Community Expertise to support community centric co-creation decision making and ensure culturally significant programming and sense of belonging in parks. Workforce development program through the addition of FTE positions with focus on expanding entry-level permanent positions, creating career progression opportunities and developmental opportunities.
Total	785,788	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	720,788	Permanent wages and benefits for Equitable Green Jobs Initiatives for: Parks Equity & Inclusion Coordinator Equity Data Analyst Parks Workers - conversion of 5,000 hours of seasonal wages Ranger - conversion of 1,570 hours of seasonal wages Facility Maintenance Worker Conservation Tech Trainee Position Playground Tech Trainee Position Volunteer Coordinator
Non-Personnel	65,000	BIPOC Community Expertise, Training, Work supplies, Laptop and appropriate software to equi
Agency Billings		
Total	785,788	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable 432

funding source(s). Follow up with your budget analyst if you are uncertain.

This increase will be funded via General Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The bulk of this increase is ongoing and will need continuing general levy support in order to ensure the implementation of the Parks Division's Equity Action Plan. Hiring subject matter experts such as Parks Equity & Inclusion Coordinator and Equity Data Analyst will provide clear direction and leadership around issues surrounding racial equity and social justice. Strategic permanent employment pathways and career progression opportunities will be created with a focus around ensuring the workforce represents the demographics of the City and narrows the gap of racial equity disparity within the City of Madison. This request provides an avenue for developing deeper, more authentic relationships within the community by providing resources that will allow for compensation of BIPOC and other marginalized communities who provide their expertise and contribute towards community centric co-creation of an improved parks system. As this approach becomes more successful, it is likely more resources will be needed in the future, as the system moves away from complaint-based response, and use this qualitative/quantitative data for future budget requests.

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

No

If yes, which agencies?

Describe why the proposed increase is critical.

The proposed increase is critical to narrow the gap of disparity with Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home, language, etc.). It is not enough to continue to just engage with the communities but to provide tangible actions and outcomes that will implement the Equity Action Plan. Investment from the City will provide a strategic direction as the Parks Division will be able to accomplish the goals of creating more permanent jobs, increased employee retention and career training and development opportunities to not only connect the communities with staff from traditionally underrepresented backgrounds but will ensure that Parks implement proactive equitable service-based systems. There is also a clear need for data analysis geared towards the Parks systems within the City to understand and build a strategic initiative to create more authentic partnerships with BIPOC communities. This leads to a relevant community centric programming to proactively collaborate with BIPOC communities which will be achieved by consulting with community services engagement consultants. Overall, the Parks Division is confident that this request is essential to making meaningful immediate progress towards embedding racial equity throughout the entire organization and through all services that Parks provides to the community. Parks anticipates implementation will yield unquantifiable return on investments that will continue to lead the City in the ability to provide equitable services to all within the Madison community. Without these additional resources, the Parks Division will continue to work towards achieving the goals set forth in the Parks Equity plan within available resources, which means that the changes that are desperately needed now will be slower and take significantly longer as staff are faced with a number of competing priorities within current activities and service levels.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Planning & Development

SERVICE NUMBER:

513

SERVICE DESCRIPTION:

This service is responsible for all park planning, design, and construction of park improvements for over 6,000 acres of parks and open space in the City's park system. Specific functions of this service include (1) developing the Capital Improvement Plan for the parks system, (2) assessing and managing park impact fees on new residential development, (3) maintaining data on park inventory, and (4) preparing the five-year Park and Open Space Plan that is required by the Wisconsin Department of Natural Resources. The goal of the service is a quality, equitably planned and developed park system.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$749,546	\$800,711	\$702,566	\$838,045	\$812,049	\$812,049
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$749,546	\$800,711	\$702,566	\$838,045	\$812,049	\$812,049
<i>Budget by Major</i>						
Revenue	(\$1,650)	(\$6,500)	(\$30,785)	(\$1,500)	(\$1,500)	(\$1,500)
Personnel	\$684,638	\$743,623	\$677,675	\$775,689	\$752,852	\$752,852
Non-Personnel	\$57,545	\$54,970	\$46,861	\$51,310	\$49,277	\$49,277
Agency Billings	\$9,013	\$8,618	\$8,816	\$12,546	\$11,420	\$11,420
Total	\$749,546	\$800,711	\$702,567	\$838,045	\$812,049	\$812,049
FTEs		4.86		6.27	6.27	6.27

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Park Planning & Development works to create a vibrant and creative city with unique sense of character and strong sense of place in existing and future parks. Existing parks require ongoing capital improvements to ensure the spaces continually meet the needs of the community and are safe. For the establishment of new parks, Planning & Development prioritizes placemaking as a way to focus on how public places will be used and designed throughout the city and designs a wide variety of new park and public spaces in developing parts of the city for enjoyment by a broad population. Creating an equitable balance in the park system by considering demographics to identify locations for different amenity types is critical to the success of Madison's park system.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Capital Improvement Program	45%	Development of the Capital Improvement Program for Parks is completed primarily by Planning & Development, with input by other sections. Once approved, P&D completes over 80% of the projects in the capital budget each year.
Planning	25%	Includes development of park master plans, park policies (staff liaison to Parks Long Range Planning Subcommittee); participation in City Planning efforts such as neighborhood plan updates and Planning grants; updating the Capital Improvement Program as part of the capital budget process; managing and coordinating requests for use of parkland including Temporary Land Use permits; participation on Neighborhood Resource Teams;

and other associated administrative tasks and meetings.

Development Review

15%

Reviewing development designs and plans to assess park impact fees, including evaluating potential parkland dedication and coordinating with developers regarding phasing and potential park development.

Land Records Management

15%

Maintaining accurate records for city land administered by Parks, and coordinating and maintaining Diggers Hotline information and utility marking in parks.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

N/A

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
------	-------	--------	-------------

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Are you requesting additional non-personnel funding for this service?

No

Fund Major Amount Description

Explain the assumptions behind the requested funding.

[Empty text box for assumptions]

What is the justification behind the increased funding?

[Empty text box for justification]

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget, as it maintains funding to continue providing and improving upon current services, including working towards implementing the Equity Action Plan for the Parks Division as appropriate within available resources.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Residents and visitors of City of Madison directly benefit from the of Planning and Development of a well-designed system that ensures adequate access to a variety of open spaces and amenities for the purposes of active and passive recreational opportunities. Those who don't use the park system, yet live in the City benefit from the impact of sustainably planned and maintained facilities as they reduce pollutants and energy use. The healthcare system is indirectly benefitted as people are healthier as a result of physical and emotional connection with natural spaces. Those who do not benefit from the proposed budget are those who choose not to use the park spaces and those who do not feel welcome in the park system as a result of potentially a variety of barriers to access and inclusion.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Parks Division's Park and Open Space Plan (POSP) guides overall park-system development. The document includes an analysis of existing amenities, an evaluation of service areas, and the identification of system deficiencies. A central component of the plan is the outcome of a city-wide community outreach process. Gathering input from historically underrepresented communities and people of color is a primary focus of POSP engagement efforts. Outreach for individual park improvements occurs after funding authorization and before design development. This process also focuses on outreach to underrepresented communities and people of color. Planning and Development hosts tens of public meetings each year depending on specific projects. We also use the Neighborhood Indicators Project to gather demographic data on the areas that our projects are located in. In addition, comments received via a variety of means, including emails, calls, in-person and Alder communications provide feedback.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Parks Division collaborates with every other City Agency for a variety of matters related to RESJI throughout the year, especially Engineering, Planning, Zoning,

Library, Streets, Police, Fire and many others through inter-agency work that is interconnected. Staff actively participate in teams that are intentionally focusing on issues surrounding racial equity, including the Parks Racial Equity Team & newly created Change Teams, Neighborhood Resource Teams, and city-wide Civil Rights Coordination work. In addition, staff collaborate with community partners, including Madison Parks Foundation, Dane County Parks, Dane County Extension, Madison Metropolitan School District, neighborhood associations and representatives, a multitude of user groups, as well as Friends and volunteer groups.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

The proposed budget could potentially impact those who do not currently use the park system because they don't feel welcome if intentional efforts are not made to increase inclusiveness, access and sense of belonging.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Planning and Development will continue to focus on a variety of public engagement strategies, including electronic and postal communication strategies, various formats of public information and engagement meetings, and interactive site planning opportunities, for all CIP projects. In addition, project webpages will continue to be updated with current project status information. A variety of email communication, social media methods, blog posts and newsletters will be utilized to communicate with stakeholders. Inter-agency meetings and collaborations will continue.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

The proposed Base Budget allows for continuation of current services. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of Equity Action Plan within available resources. Specifically, Planning and Development will continue to work with NRTs in various parts of town to identify and implement park improvements.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Eliminated 1 Landscape Architect 4	45,571	Reduce perm salary and benefit from this service. 47% of this position is funded by the levy the remaining 53% is funded through capital project allocations.
Total	\$45,571	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

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Name	\$ Amount	Description
Personnel	\$45,571	Elimination of perm wages and benefits from this service.
Non-Personnel		
Agency Billings		
Total	\$45,571	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is mandated to have an updated Park and Open Space Plan to be eligible for State and Federal resources. The City's POSP was adopted in 2018 and covers through 2023. Work on the 2024-2028 POSP will begin in late 2021/early 2022 based on resource availability. In addition City ordinances mandate that the park system grows as the city's population does. MGO Sec. 20.08(2)(c)4.c., the Park Land Impact Fee is based upon the city-wide average assessed value of land as of January 1 of each year. Under 20.08(2)(c)5.b., the Park Infrastructure Fee is indexed for inflation on January 1 of each year. Both fees are calculated by the number of new residential units (single family or multi-family) being brought in by the development. State law requires that such fees that have been collected are expended within a certain time frame.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

After careful consideration, the elimination of one Landscape Architect was chosen in order to meet the 5% reduction goal for Parks. This will reduce the higher level staff available to do more planning and management of capital projects along with the need to delay many projects that are key to serving the needs of BIPOC and people who are marginalized within the community. As a whole, the Parks Division cannot continue to develop and enhance open spaces without operational funding necessary to maintain clean, safe, orderly and accessible parks for the community.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The Parks and Open Space Plan and Impact Fee Study will be delayed as a result of reduced resources, current capital projects that are ongoing or delayed due to COVID will need to be redistributed to other Planning staff who are already fully tasked. At least four large planned projects in 2022 will be postponed or substantially pushed to future years, which will create a domino effect in which Parks will be further behind in deferred maintenance and planning. Failing to invest or significantly delaying in this manner threatens the quality of the parks/user experience and delays progress towards creating a more diverse equitable system. In addition, the longer infrastructure is allowed to fail or not be improved upon, the more costly it becomes to make the actual repair. The work of Planning staff to better engage communities of color earlier and understand how to build better authentic connections to those communities we know have been traditionally underrepresented will compete for limited resources with more privileged members of the community that have well established paths to complaint based systems.

Clear, early communication with stakeholders, including Alders, partners and the community regarding delays to projects that have been approved and anticipated for a number of years will be necessary via a variety of methods will be required to mitigate the impacts of this service reduction if taken.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		

Total

0

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Warner Park & Community Center

SERVICE NUMBER:

511-B

SERVICE DESCRIPTION:

This service oversees operations at Warner Park Community Recreation Center (WPCRC), a 31,750 square foot community recreational facility serving youth, families and senior citizens through a variety of recreation and social services. The goal of the service is to provide an indoor facility for the Northside and provide multi-generational programming to support all members of the community.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$377,001	\$458,018	\$374,710	\$462,097	\$387,941	\$387,941
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$377,001	\$458,018	\$374,710	\$462,097	\$387,941	\$387,941
<i>Budget by Major</i>						
Revenue	(\$199,007)	(\$274,200)	(\$75,958)	(\$251,300)	(\$251,300)	(\$251,300)
Personnel	\$462,378	\$561,876	\$348,330	\$555,272	\$482,154	\$482,154
Non-Personnel	\$101,751	\$155,008	\$88,472	\$141,739	\$141,302	\$141,302
Agency Billings	\$11,879	\$15,334	\$13,866	\$16,386	\$15,785	\$15,785
Total	\$377,001	\$458,018	\$374,710	\$462,097	\$387,941	\$387,941
FTEs		5.00		6.00	6.00	6.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Warner Park Community Recreation Center fosters a sense of community by providing a space for northside neighborhoods to gather. It offers services that provide a safe and positive outlet for youth in the community. WPCRC also serves as a nutrition site and outreach center as well as provides programming for Madison's senior citizen population.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Facility Maintenance and Rental	65	To maintain and make various spaces within WPCRC available for use and rent to the community for meetings, classes, parties, weddings, and catering among various other uses. Facilities are kept clean and in good working order for use by the public.
Programming	35	To provide programming for individuals of all ages and abilities through offerings of private, public, and other partnerships. Programming includes teen activities, afterschool programs, family fun nights, and various other recreational, social, cultural activities that reach some of the community's most vulnerable populations.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

0

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

2022 C2C baseline does not reflect a missing authorized position # 4802 Program Coordinator approved during the 2020 Operating Budget. Position allocation form was submitted to get this error fixed.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
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Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
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Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized

(because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hyper tension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget and budget changes, as the proposed budget allows for continued focus on engaging with underserved youth through a variety of programming and developmental options.

<p>a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?</p>	<p>Northside residents, including youth, teens, adults, and seniors, contracted partners, nonprofits, and grassroots organizations directly benefit from the proposed budget. In addition, the Greater Madison community, city/county agencies, and local businesses indirectly benefit from the proposed budget. The proposed budget could more equitably distribute services by increasing hourly wages to sustain, grow, and provide adequate staffing for teen programs. The hourly wages allocated are not sufficient to operate the WPCRC under the current hours and program offerings. In addition, the removal of the \$5 annual membership ID card fee for youth would increase youth access.</p>
<p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p>	<p>Community engagement sessions in 2017 indicated a lack of safe space and opportunities for BIPOC teens at the WPCRC. With policy revisions and new teen programs, we have seen a significant increase in use and engagement by BIPOC teens. Teen perspectives are engaged on an ongoing basis through afterschool open gyms and focus groups with feedback leading to new programs, Teen Night, and the 3on3 Basketball Tournament Series. Adult perspectives are engaged through the NRT and community events, which indicates a lack of social opportunities for BIPOC communities.</p>
<p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p>	<p>The ongoing Kids Need Opportunities at Warner partnership with Madison Parks Foundation provides resources for youth programming. Other partners include Parks Racial Equity Team, Neighborhood Resource Teams, Madison Metropolitan School District, NewBridge, WPCRC Advisory Subcommittee, Northside Partners Group, Lakeview Library, Vera Court, Packers/Northport CLC, Kennedy Heights, and the Northside Planning Council. Perspectives are engaged on an ongoing basis through various committees and workgroups and incorporated into programming design and implementation.</p>
<p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.</p>	<p>Yes, not addressing the hourly wages could have negative impacts on teen programming.</p>
<p>e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?</p>	<p>With the newly hired Program Coordinator in July 2021, we will continue to center BIPOC communities' voices by creating teen leadership programs, focus groups, and program evaluation teams to enhance engagement in the decision-making processes. Additionally, we will continue to strengthen partnerships with Madison Parks Foundation, MSCR and NewBridge, WPCRC Advisory Subcommittee, NRT, and</p>

participation in community partner, anti-racism, and violence prevention workgroups.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

The proposed budget is related to recommendations from the area NRT's as well as ongoing RESJI work. The continued support of the Program Coordinator position, which originated as a recommendation from NRT contacts, will provide for intentional focus around youth engagement and expand program offerings to meet the needs of the community.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$767,594

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

PCED Office Of Director**Function: Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	878,177	872,102	560,919	527,617	597,699	597,699
TOTAL	\$ 878,177	\$ 872,102	\$ 560,919	\$ 527,617	\$ 597,699	\$ 597,699

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
PCED Administration	878,177	872,102	560,919	527,617	597,699	597,699
TOTAL	\$ 878,177	\$ 872,102	\$ 560,919	\$ 527,617	\$ 597,699	\$ 597,699

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transfer In	-	-	(7,619)	-	-	-
TOTAL	\$ -	\$ -	\$ (7,619)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	562,218	586,657	413,414	356,499	394,406	394,406
Benefits	232,756	184,781	126,678	84,537	112,664	112,664
Supplies	9,733	7,050	1,249	7,800	7,800	7,800
Purchased Services	56,716	76,352	9,935	61,664	65,712	65,712
Inter Depart Charges	16,755	17,262	17,262	17,117	17,117	17,117
TOTAL	\$ 878,177	\$ 872,102	\$ 568,538	\$ 527,617	\$ 597,699	\$ 597,699

To: Dave Schmiedicke, Finance Director

From: Matthew Wachter, Director

Date: 7-12-21

Subject: 2022 Operating Budget Transmittal Memo

The Office of the Director coordinates and supports the work of four DPCED Divisions and the Community Development Authority. Because the missions and functions of these agencies are interconnected, sharing common services in a central office improves the efficiency and effectiveness of our operations.

Major Goals

The Office of the Director consists of a single service with 4.6 FTE. Two of the positions are currently vacant. In 2022, the primary goals of the Office are to fill vacant positions, increase proactive communication with the public, improve systems for interdepartmental project management, support the Divisions in creating their annual work plans, create a department equitable workforce plan, and to develop a style guide and related templates for department documents.

COVID Recovery

The Office of the Director is in the process of transitioning back to in-person service and plans to be operating in a “new normal” mode in 2022.

2022 Request & Equity

In response to the Employee Voice Survey, DPCED chartered a department equity team to identify and respond to systemic equity opportunities and concerns in the department. The membership on the team is limited to ensure that attention stays focus on moving goals forward. The Office of the Director supports this ongoing work. Historically, each DPCED agency has prepared and implemented its own equitable workforce plan. In 2018, the decision was made with the Office of Civil Rights to combine the individual plans into a single department plan. It is anticipated that the integration will be completed over the next year as the existing agency plans expire and a department plan is developed. The Office of the Director will lead the work to build consensus on the new plan and to create actionable timelines to achieve the goals outlined in the plan.

2022 Request & Sustainability

The Office of the Director coordinates and supports the DPCED divisions. In 2022, there will be significant activity in long-term land use planning, property construction, redevelopment, and housing creation. These activities will have significant opportunities to introduce sustainable planning and design into the community.

Major Changes in 2022 Operating Request

The Office of the Director is not anticipating any major changes in its cost to continue request.

Summary of Reductions

The Office of the Director does not have any significant programs or purchased services that can be reduced, so in order to meet the requested reduction I propose delaying hiring the vacant Admin Clerk position.

Optional Supplemental Request

Over the last few years the work of the Office of the Director has shifted from providing administrative support to Divisions to providing communication support and coordinating interdepartmental initiatives. Rather than delaying the hire of the vacant Admin Clerk position, I instead propose recreating the vacant Admin Clerk position as a Public Information Officer 1 to assist the Divisions. This position will focus on creating proactive communications and enable the Department to better inform the public on large projects and initiatives.

Sincerely,

Matt Wachter, DPCED Director

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

PCED Office of the Director

SELECT YOUR AGENCY'S SERVICE:

PCED Administration and Support

SERVICE NUMBER:

641

SERVICE DESCRIPTION:

This service supports the overall administration of the Department of Planning, Community, and Economic Development (DPCED). The DPCED director also serves as the executive director of the Community Development Authority (CDA), which includes the Housing Operations. The office provides centralized services to DPCED divisions, advances department-wide initiatives, and aligns agency activities with City priorities. The goal is to reduce the time that department heads and professional staff spend on administrative functions such as committee support, document management, budgeting, and financial management.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$878,177	\$872,102	\$560,919	\$527,617	\$597,699	\$597,699
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$597,699</i>	<i>\$597,699</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$7,619)	\$0	\$0	
Personnel	\$794,973	\$771,438	\$540,092	\$441,036	\$507,070	\$507,070
Non-Personnel	\$66,449	\$83,402	\$11,184	\$69,464	\$73,512	\$73,512
Agency Billings	\$16,755	\$17,262	\$17,262	\$17,117	\$17,117	\$17,117
<i>Total</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$597,699</i>	<i>\$597,699</i>
FTEs		7.35		4.30	4.30	

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

The Office of the Director supports the leadership of the DPCED Director, serves DPCED divisions, and coordinates with the Community Development Authority. By centralizing core resources and positions, the Department reduces redundancy, improves coordination between city services, and increases the efficient and effective stewardship of public funds. The Office of the Director strives to provide timely, accountable, and transparent service to residents, community stakeholders, and City colleagues.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Department Leadership	25%	The DPCED Director leads, facilitates, and coordinates the strategic direction and vision of the five divisions. This activity includes staff administrative support for the director.
Supporting DPCED Projects and Activities	20%	As needed, OOD staff provide additional administrative support for projects led by DPCED divisions. This may include meeting scheduling, clerical responsibilities, communication, and meeting logistics.
Operations and Development	15%	

This category includes effort invested in professional development, new employee on boarding, processing financial transactions, and other professional activities.

Graphic Design and Document Development	15%	The graphic design position supports the document design needs for all DPCED divisions. Priority is given to projects that engage residents and improve access to City services.
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Staffing Committees and Boards	10%	The Office supports and staffs committees. The DPCED Director also served as the Executive Director of the CDA. Under the CDA Contract for Services with the City, staff support the CDA Board and Finance Subcommittee.
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Supporting City Wide Initiatives	10%	The OOD of the Director provides coordination, leadership, and staff to support citywide initiatives like the annual budget process, Results Madison, Performance Excellence, the Employee Voice Survey, and Recovery efforts.
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RESJI Team and Civil Rights Coordinators	5%	In response to the Employee Voice Survey, DPCED has created a single RESJI Team to lead the department's equity and inclusion work. The RESJI Team has identified three goals and has created work plans to achieve the goals. The Office of the Director also includes two Civil Rights Coordinators for the department.
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Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description
		\$0	
		\$0	

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Office of Director (OOD) exists to the support and coordinate the work of the five divisions of PCED which provide services including housing, childcare, economic development, and community services, many with an emphasis on the groups mentioned above. This budget focuses on maintaining or increasing our capacity to coordinate those services.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

OOD focuses primarily on supporting the Divisions of PCED with an indirect benefit to the residents accessing the programs and services of those divisions.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

N/A

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

N/A

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

N/A

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

OOD has worked closely with all five Divisions of PCED on developing this budget, particularly on our Supplementary Request, and will continue to do so.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$29,885

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

\$29,885

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Supporting DPCED Projects and Activities	29,885	Delay filling the vacant Admin Clerk position
<input type="checkbox"/> Insert item		
Total	\$29,885	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$29,885	Delay filling the vacant Admin Clerk position
Non-Personnel		
Agency Billings		
Total	\$29,885	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

In 2020, the Office of the Director shifted front desk/phone duties to the Planning Division which greatly reduced the amount of general administrative work in the office.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

This reduction will reduce the capacity of OOD to support PCED Divisions and our ability to achieve our Supplementary Request. The effects cannot be mitigated.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Supporting DPCEd Projects and Activities	20454	Recreate a vacant Admin Clerk position as a Public Information Officer who will be responsible for proactive external communication (press releases, website, press conferences, public information events) as well as coordinating the response to information inquiries.

Insert item

Total	20,454	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	20,454	Recreate a vacant Admin Clerk position as a Public Information Officer who will be responsible
Non-Personnel		
Agency Billings		
Total	20,454	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The Department will be able to increase the amount of proactive external communications it produces and will be better able to respond to requests from the press and the public for information.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The Department has undertaken a number of high profile cross departmental initiatives (Housing Forward, men's homeless shelter, etc) that drive a significant increase of press inquiries, inquiries from the public, and requests for information. We anticipate that this will only increase over time. Currently the Department responds to information requests in an ad-hoc manner. It is often Department and Division Heads directly responding to these requests. These requests are often time sensitive requiring them to priorities them over more strategic work. Proactive communication often does not happen in a robust or timely manner

Submit

V2 062821

PlanningFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	3,233,345	3,315,474	3,531,852	3,543,616	3,583,620	3,583,620
Other Grants	1,142,355	1,131,712	1,210,269	1,120,827	1,146,213	1,126,282
TOTAL	\$ 4,375,699	\$ 4,447,186	\$ 4,742,121	\$ 4,664,443	\$ 4,729,833	\$ 4,709,902

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Neigh Planning Pres & Design	1,272,614	1,327,020	1,415,463	1,375,313	1,381,603	1,406,815
Comp Planning & Dev Review	1,812,970	1,841,673	1,969,788	2,026,453	2,049,657	2,034,955
Metropolitan Planning Org	1,290,116	1,278,493	1,356,870	1,262,677	1,298,573	1,268,132
TOTAL	\$ 4,375,699	\$ 4,447,186	\$ 4,742,121	\$ 4,664,443	\$ 4,729,833	\$ 4,709,902

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(10,510)	(20,154)	-	(20,154)	(20,154)	(21,245)
Charges For Services	(26,145)	(5,457)	(29,050)	(5,457)	(5,457)	(5,457)
Investments & Other Contributions	(12,500)	(13,000)	(2,518)	(1,500)	(1,500)	(1,500)
Transfer In	-	-	(39,036)	-	-	-
TOTAL	\$ (49,155)	\$ (38,611)	\$ (70,604)	\$ (27,111)	\$ (27,111)	\$ (28,202)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,703,351	2,731,212	2,951,392	2,944,012	3,029,441	2,992,227
Benefits	732,273	794,955	807,054	873,586	864,121	864,121
Supplies	73,893	96,925	74,534	112,895	82,895	75,350
Purchased Services	697,024	632,152	749,086	534,457	553,883	578,711
Inter Depart Charges	88,455	89,867	89,867	90,495	90,495	90,495
Inter Depart Billing	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)
Transfer Out	171,357	182,186	182,292	177,609	177,609	178,700
TOTAL	\$ 4,424,854	\$ 4,485,797	\$ 4,812,725	\$ 4,691,554	\$ 4,756,944	\$ 4,738,104

To: Dave Schmiedicke, Finance Director

From: Heather Stouder, Planning Division Director

Date: July 12, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The Planning Division includes three services: Comprehensive Planning and Development Review, Neighborhood Planning, Preservation, and Design, and the Metropolitan Planning Organization. Major goals within each of these services are as follows:

Comprehensive Planning and Development Review - Plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods.

- Prepare and maintain citywide and subarea plans to provide a framework for city investment and land use regulation. In 2022, we hope to embark upon a new sub-area planning framework to attain equitable, full-city coverage on a predictable schedule.
- Lead the monitoring of and annual progress reports on the Comprehensive Plan.
- Maintain, monitor, and recommend changes to the city's zoning, subdivision, and urban design ordinances. In 2022, we will lead or support many zoning efforts, including those outlined in Housing Forward, efforts to support Bus Rapid Transit, and efforts to align zoning height maps with Historic Preservation goals, and continue refining and modernizing requirements in Urban Design Districts.
- Lead the review and evaluation of development proposals based on consistency with adopted plans and ordinances.
- Maintain the city's geographic database and provide data, information, and mapping services to city agencies and community partners. In 2022, major efforts include completion of aldermanic redistricting boundaries following the 2020 Census.
- Strengthen relationships with community partners across the region. In 2022, we will focus on preparation for the Town of Madison Attachment, and hope to complete an intergovernmental agreement with the Town of Cottage Grove.

Neighborhood Planning, Preservation, and Design - Plan for complete neighborhoods in developed, mature parts of the City, balancing the growth and change in Madison with integration of art and cultural/historic preservation, and building leadership and capacity in neighborhoods.

- Provide planning and technical services to neighborhoods.
- Strengthen existing residential and commercial areas as Madison continues to grow and change.
- Protect and enhance the City's natural, cultural, aesthetic, and historic resources.
- Administer the City's preservation planning program with a focus on implementing the Historic Preservation Plan.
- Administer the Madison Arts program with a focus on equitable distribution of resources.

Metropolitan Planning Organization - Facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial.

- Prepare and maintain long-range multi-modal transportation plan (in 2022, the Connect Greater Madison (2050) Regional Transportation Plan will be completed.)
- Prepare a five-year transportation improvement program to provide transportation investments that meet metropolitan transportation needs.
- Provide transportation-related data and analytical support to area municipalities.
- Administer a regional transportation demand management (TDM) program to assist area municipalities, employers, and others with strategies to reduce the use of single-occupant vehicles.

COVID Recovery

Planning Division support for COVID Recovery is not explicitly identified in our operating budget proposal. That said, Planning Division staff participate in the Housing, Transportation, and Economic recovery teams, and will continue to serve in those roles and adjust our work plan as needed to support this critical effort. Further, we anticipate continued changes to the way we approach activities, particularly arts support and public engagement related to plan creation, which will evolve as the impacts of COVID on in-person meetings, gatherings, and events continue. While we anticipate a strong demand for continued virtual services, in-person meetings with customers and community groups will have been restored as an option prior to 2022.

2022 Request & Equity

The Planning Division centers racial equity throughout the elements of our work plan. In 2022, we will focus on preparing for the attachment of much of the Town of Madison to the City's south side. Within this area, a primary focus is mitigating the threat of displacement of existing residents and businesses as parts of the area redevelop. During the year, we will continue work with elected and appointed officials to update the zoning ordinance to ease the production of more housing citywide. In preparation for the advent of Bus Rapid Transit (BRT), we will initiate planning in the area along East Washington Avenue between Hwy 30 and East Towne Mall, and continue to work on strategies to promote more inclusive transit-oriented development. Finally, we will continue in 2022 to focus on equitable distribution of resources related to arts and cultural programming.

2022 Request & Sustainability

Closely related to equity, the focus on planning for the transition of auto-oriented commercial areas along transit corridors will also help to address sustainability goals by promoting infill development to accommodate a significant portion of the City's future growth in areas where transit and other alternatives to driving are convenient. Sub-area planning efforts beginning in 2022 should complete a set of contemporary plans covering the areas to be served by Phase 1 of the BRT system. Importantly, we will continue to coordinate with City Engineering staff and others to incorporate more sustainable stormwater management strategies as areas of the City transition to accommodate growth and (re)development.

Major Changes in 2022 Operating Request

The Planning Division has only minor changes reflected in our agency request, as compared to the cost-to-continue budget. These changes involve shifts within supplies and purchased services to align with anticipated expenses. Meaningful changes include the distribution of approximately \$16,000 of additional salary savings to support slight increases in "Consulting Services" for subarea planning processes and "Other Services and Expenses" with the intent to increase the budget for a 2022 event similar to past Mayor's Neighborhood Conferences.

Summary of Reductions

As requested, the Planning Division has prepared a scenario reflecting a 5% reduction to our overall Operating Budget totalling \$180,000. While the Planning Division considers each of these items to be important, and does not recommend any of the reductions listed below, they are listed by order of most acceptable to least acceptable, as requested.

- -\$65,500 – Eliminate City support for the Downtown Business Improvement District (BID). While it is possible that this could be restored in future years, this reduction is reluctantly suggested for 2022. Impacts include less support for inclusive events on State Street as downtown recovery continues. Ideally, if this reduction is part of the 2022 adopted budget, another source of funding will be found to support important BID activities related to recovery of downtown businesses.
- -\$15,500 – Reduce budget for the Mayor’s Neighborhood Conference or similar event (52% reduction from requested budget). This would eliminate an opportunity for a large, full-day event at a central facility such as Monona Terrace, and would likely eliminate an opportunity to engage a consultant or community partner to plan and coordinate the event, but would preserve an opportunity for a smaller and more focused annual event.
- -\$99,000 – Salary (\$80,000) and Benefits (\$19,000) to remove Position 628, which is currently vacant but ready for recruitment, having been approved to fill as a Planner 1 or Planner 2 (CG 18-06 or 18-08) focused on Development Review. This vacancy in both the short and long term would significantly impact the Planning Division’s ability to maintain adequate levels of service in a time of fast-paced growth, and limit staff time that could be spent on recommended zoning and subdivision ordinance updates. It would likely have cascading impacts on other Planning Division work, as staff focused on other areas would need to support Development Review activities. Elimination of this vacant position is one of the very few ways the 5% reduction goal could be met, and is the least acceptable to the Planning Division among listed reductions.

Optional Supplemental Request

The Planning Division is requesting consideration of a supplemental request for \$60,000 annually to support resident engagement in sub-area planning processes through the use of consulting services, community partners, and other means. For many years, the City has lacked a steady source of funding in the annual operating budget to support sub-area planning. As we work with the Plan Commission and other agencies to explore a new framework for sub-area planning involving larger geographic areas, it is clear that the Planning Division will need to engage consultants and community partners to support public engagement efforts, occasional market studies, and other enhancements to planning processes. With a modest annual addition of approximately \$60,000 in the budget (a 1.7% increase), we can have the flexibility needed to more fully support sub-area planning in Madison.

Cc:

Christie Baumel, Deputy Mayor

Matt Wachter, Director, Department of Planning, Community, and Economic Development

Bill Fruhling, Principal Planner, Planning Division

Brian Grady, Principal Planner, Planning Division

Kevin Firchow, Principal Planner, Planning Division

Bill Schaefer, Manager, Greater Madison Metropolitan Planning Organization

Brent Sloat, Budget Analyst, Finance Department

Christine Koh, Budget and Program Evaluation Manager, Finance Department

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Comprehensive Planning and Development Review

SERVICE NUMBER:

652

SERVICE DESCRIPTION:

This service maintains the City's urban development and growth management policy through the preparation and maintenance of long-range and Comprehensive Plan elements and neighborhood plans, maintains the City's land development regulations (primarily zoning and subdivision regulations) through the review and evaluation of specific land development proposals, and provides data, information, and mapping services, conducts needs assessments, inventories and analyzes urban development policy issues, and maintains the City's geographic database. The goal of this service is to plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,812,970	\$1,841,673	\$1,969,788	\$2,026,453	\$2,049,657	\$2,034,955
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,812,970	\$1,841,673	\$1,969,788	\$2,026,453	\$2,049,657	\$2,034,955
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$35,248)	\$0	\$0	\$0
Personnel	\$1,609,856	\$1,624,448	\$1,801,936	\$1,833,727	\$1,856,961	\$1,840,961
Non-Personnel	\$160,468	\$173,775	\$159,650	\$149,177	\$149,147	\$150,445
Agency Billings	\$42,645	\$43,450	\$43,450	\$43,549	\$43,549	\$43,549
Total	\$1,812,969	\$1,841,673	\$1,969,788	\$2,026,453	\$2,049,657	\$2,034,955
FTEs		13.93		16.93	16.93	16.93

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

This service includes the creation of citywide and subarea plans to guide development, support for plan implementation, development review services, data and mapping services, and strengthening connections with regional partners. The service advances several Citywide Elements, including "Land Use and Transportation", "Neighborhoods and Housing", and "Effective Government". The "Land Use and Transportation" strategies most impacted by this service are as follows:

Strategy 5: Concentrate the highest intensity development along transit corridors, downtown, and at activity Centers (by preparing plans to transition auto-oriented commercial areas into mixed-use Activity Centers, and adhering to these plans throughout the review of development proposal)

Strategy 6: Facilitate compact growth to reduce the development of farmland (by updating peripheral neighborhood development plans to increase allowable development intensity, by steering peripheral growth towards mapped priority areas, and by accommodating growth through infill and redevelopment)

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Plan Creation	20	Creation of citywide and subarea plans to guide development and manage growth and change.
Plan Implementation and Design	10	Implementation of recommendations in the Comprehensive Plan and other adopted plans, including coordination with and support for the work of other city agencies.

Development Review

50

Review and evaluation of development proposals, support for development teams and others interested in development review processes, and staff support for the Plan Commission and Urban Design Commission.

Data and Mapping

15

Maintenance of GIS data for the Planning Division and provision of mpas, data, and data analysis to internal and external partners.

Community Connections and Partnerships

5

Coordination with surrounding communities, school districts, UW-Madison, and other community partners.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-\$14,702

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

There are no anticipated impacts to service levels. The decrease reflects additional anticipated salary savings due to the underfilling of a vacant position and minor adjustments to Supplies and Purchased Services to better approximate anticipated spending.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
	Supplies	(\$500)	Decreases in Office Supplies (-\$400) and Furniture (-\$100)
	Purchased Serv...	\$1,798	Increases in Systems & Software Maintenance (\$2,000), Memberships (\$138), and Advertising Services (\$500). Decreases in Telephone (-\$550), Recruitment (-\$250), and Mieage (-\$40)

Insert item

Explain the assumptions behind the requested funding.

Total additional non-personnel funds of \$1,298 rely on increased salary savings associated with underfilling a vacant position.

What is the justification behind the increased funding?

The small increase is the result of a series of Planning Division-wide adjustments to Supplies and Purchased Services to better approximate actual spending. The fund experiencing the most significant increase due to these shifts is Systems & Software Maintenance (\$2,000), due to additional software proficiency and use by Planning Division staff.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget change has no service impacts. Generally, the budget request to support this service includes citywide and sub-area planning efforts, development review, and maintenance and analysis of geographic and demographic data. Within these activities, potential impacts on BIPOC, people living with lower incomes, and other marginalized groups are regularly considered.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

More equitable distribution of planning services is an overarching goal of a potential new sub-area planning framework. This new framework would rely in part on a supplemental budget request (described below), but would also necessitate maintaining other elements of the requested Planning Division budget.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The work associated with this service is solidly grounded in recommendations from the 2018 Comprehensive Plan as adopted by the Common Council. The development of these recommendations relied heavily on input from BIPOC, people living with lower incomes, and otherwise marginalized groups.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Work related to this service involves constant coordination and teamwork with city agencies such as Engineering, DOT, Parks, all PCED agencies, and others. While a strong feedback loop exists with regard to comprehensive planning, sub-area planning, and development review, we can always improve the efficiencies and effectiveness of our work together, and will continue to do so.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be

considered an "action" and could affect populations differently.

Not from staff's perspective

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continuation of the annual inter-agency effort to provide a Comprehensive Plan Progress Update as a way to report back and be accountable to the community.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

While the budget change is not recommended based on input from any of these teams or initiatives, RESJI tools have been or will be used to guide improvement to many activities within this service, including but not limited to the Land Use Application Form, Sub-area Planning Framework, and Comprehensive Plan Public Engagement Strategy. Further, RESJI tools are used to help guide each recruitment effort for new Planning Division staff.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$180,000

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

\$164,500

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Development Review	-99,000	Eliminate a currently vacant Planner 2 (CG 18-08) position focused on Development Review. This vacancy would present significant challenges to maintaining current levels of service for the Development Review activity, as well as for ordinance and policy changes associated with development. Due in part to the fast pace of growth in the City and region, and the fact that this activity is mandated by ordinances and statutes, the Planning Division would likely need to train other staff in this specialty area and reduce the volume of work in other important (though not mandated) areas accordingly.
Community Connections and Partnerships	-65,500	Eliminate the City contribution to the Downtown Business Improvement District (BID) (in the "Other Services and Expenses" line item. Staff support for the Downtown Coordinating Committee would continue, but a new source of funding for BID activities would need to be identified.
Total	(\$164,500)	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	(\$99,000)	Eliminate a vacant Planner 2 position focused on Development Review
Non-Personnel	(\$65,500)	Eliminate annual contribution to the Downtown Business Improvement District (BID)
Agency Billings		
Total	(\$164,500)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes, some of the activities within this service are mandated. Based on Wisconsin Statute, the City must prepare and maintain a Comprehensive Plan and review land divisions. Based on Madison ordinances, a wide variety of development proposals must be reviewed and approved by the City's Urban Design Commission, Plan Commission, and Common Council. Other activities within this service are supported by resolutions.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.

There are very few opportunities within this service (or others) for reductions.

This reduction would significantly impact the work of the Development Review Service and the Planning Division as a whole, and is the least desired reduction. The reduction to the Personnel budget was chosen only because the Planner 2 position in Development Review is currently vacant. (It is noted that this position was approved to be filled.) This position includes several time-sensitive responsibilities. Staff in this position playing a critical role in providing information to the public and elected officials regarding development proposals, some of which can be complex or controversial. Among vacancies approved to be filled, duties of this position are the most likely to be able to be filled by training other staff and shifting staff resources from other important efforts. Due to the very specialized nature of this position, a significant amount of on-the-job-training is necessary.

The elimination of the contribution to the BID was reluctantly chosen due to lack of other sources to draw from. The City supports Downtown and other businesses through various programs in the Economic Development Division, and Planning Division staff would continue to support the Downtown Coordinating Committee. The important work of the Downtown BID would need to rely on other funding sources, if this reduction were to be reflected in the 2022 Operating Budget as approved by the Common Council.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The elimination of the vacant Planner 2 position would have cascading impacts beyond the Development Review activities the position duties focus on. The vacant position is part of the Planning Division's Development Review Team, all of whom work in a fast-paced, deadline-driven environment, and often accrue compensatory time due to multiple evening meetings in a given week. In order to meet ordinance mandates, particularly if the pace of development in Madison continues or accelerates, other staff in and beyond Development Review would need to be trained in this specialty area to provide support. Other critical initiatives such as ordinance updates, sub-area planning efforts, and perhaps involvement in citywide initiatives related to RESJI and Performance Excellence would be under-resourced. Again, this proposed reduction is the least desired/least acceptable when taking into account the Work Plan and anticipated volume of work in this area.

The elimination of support for the Downtown BID, if not replaced with another funding source, could negatively impact the recovery of Downtown businesses in a time of acute need, as well as the promotion of inclusive Downtown events. The impacts of the reduction could best be mitigated through private funding sources, but this may not be practical to rely upon as many businesses and other entities most likely to contribute are facing significant challenges in the wake of the pandemic.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Plan Creation	60000	On-going annual budget for "Consulting Services" within the "Purchased Services" Major to support sub-area planning efforts.

Insert item

Total	60,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	0	
Non-Personnel	60,000	On-going annual budget for "Consulting Services" within the "Purchased Services" Major to su
Agency Billings		
Total	60,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The requested \$60,000 increase for consulting services would be on-going for the foreseeable future. It would support a variety of public engagement efforts and specific studies affiliated with sub-area planning throughout the city. This would allow the Planning Division to be engaged in approximately two sub-area planning efforts at any given time, working toward full citywide coverage on a decennial cycle. Within the next five years, approximately half of the geographic area in the City would have a contemporary plan at a level of detail greater than the Comprehensive Plan to guide future land use and major infrastructure investments.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Currently, the Planning Division has virtually no "discretionary" budget for consulting services to help extend public engagement efforts, particularly with BIPOC, people with lower incomes, and other marginalized groups. A full reliance on staff resources for public engagement and other aspects of planning processes can lead to a reliance on unpaid or under-paid community partners, and often much longer planning processes. As we work with the Plan Commission and others to move forward with a new sub-area planning framework, regardless of how sub-area planning moves forward, staff need to be able to rely on a modest, yet steady annual budget to support our effectiveness as planners in a growing, mid-sized city.

Examples of the intended uses include, but are not limited to, the following: funding for community partners who can support public engagement with marginalized groups who may not typically attend City-led meetings; social practice artists, who can creatively communicate about planning themes; food, transportation, childcare, and interpretation services to support community meetings; focused studies such as market studies or transportation studies to inform sub-area planning processes.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Metropolitan Planning Organization

SERVICE NUMBER:

653

SERVICE DESCRIPTION:

This service provides staff for the Metropolitan Planning Organization (MPO), which is the designated policy body responsible for cooperative and comprehensive regional transportation planning and decision making for the Madison Metropolitan Planning Area. The responsibilities of the MPO include conducting a planning process for making transportation investment decisions in the metropolitan area, preparing and maintaining a long-range multi-modal transportation plan, and preparing a five-year transportation improvement program to provide transportation investments that meet metropolitan transportation needs. The role of the MPO is to facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$157,896	\$157,291	\$162,361	\$152,360	\$152,360	\$152,360
Other-Expenditures	\$1,132,220	\$1,121,202	\$1,194,509	\$1,110,317	\$1,146,213	\$1,115,772
Total	\$1,290,116	\$1,278,493	\$1,356,870	\$1,262,677	\$1,298,573	\$1,268,132
<i>Budget by Major</i>						
Revenue	(\$26,145)	(\$25,611)	(\$29,050)	(\$25,611)	(\$25,611)	(\$26,702)
Personnel	\$758,070	\$857,605	\$841,617	\$849,177	\$885,077	\$861,063
Non-Personnel	\$555,027	\$443,533	\$541,337	\$435,714	\$435,710	\$430,374
Agency Billings	\$3,164	\$2,966	\$2,966	\$3,397	\$3,397	\$3,397
Total	\$1,290,116	\$1,278,493	\$1,356,870	\$1,262,677	\$1,298,573	\$1,268,132
FTEs		7.79		7.19	7.17	7.17

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The MPO conducts long range transportation planning that supports the goals of the Land Use and Transportation element. This includes the Regional Transportation Plan (RTP) and mode-specific and strategic plans that are incorporated into the RTP such as the Transit Development Plan and Bicycle Transportation Plan and Regional Intelligent Transportations Systems (ITS) Plan. This planning also includes analyses to assist WisDOT and local communities in prioritizing and designing investments in the transportation system. This includes larger efforts such as the Bicycle Level of Traffic Stress Analysis, Pedestrian and Bicycle Crash Study, and Intersection Safety Screening Analysis/Identification of High Injury Network. It also includes provision of data, travel forecasts, and other technical assistance to support local planning efforts, such as the city's Vision Zero Initiative, Complete Green Streets Study, East-West BRT project design, and Metro Transit Network Design Study. BRT is one of the strategies for this element. It also includes assistance by the MPO's Travel Demand Mangement (TDM) Program Manaager to assist the city with TDM initiatives, including the city's new program TDM program. The MPO's TDM program promotes transportation options to driving alone, focused in particular on work and school trips. The MPO also approves use of federal transportation funding in the metro area through the MPO's Transportation Improvement Program (TIP). Projects that are federally funded and/or regionally significant must be determined by the MPO to be consistent with the RTP, which advances the Land Use and Transportation element. The MPO receives some federal funding directly under three different programs, soliciting applications and selecting projects to fund. The City of Madison has received funding for many large roadway and multi-use path construction projects in recent years as well as funding for Metro bus replacements. The MPO, which is staffed by the city, is required in order for the metro area to receive federal transportation funding.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Long Range Multimodal Systemwide Planning	25	

Maintain and refine through more detailed studies, the Regional Transportation Plan, including sub-elements, of the plan such as the Bicycle Transportation Plan, as part of the continuing, comprehensive multimodal transportation process for the metro area in accordance with federal rules.

Data Collection and Analysis Activities	20	Collect, monitor, and analyze data related to land use development, socioeconomic characteristics of the population, travel patterns, and other factors affecting travel, as well as environmental indicators and issues.
Transportation System/Congestion Management Planning	5	Monitor transportation on system performance and plan and prioritize investments to improve overall system efficiency and safety with an emphasis on use of technology and lower cost strategies.
Short-Range Transit & Specialized Transportation Planning	7.5	Plan near term (5-10 years) improvements to the public transit system as well as specialized transportation services designed to meet the needs of the elderly and persons with disabilities. Assist in coordinating transit and specialized transportation services provided by Metro Transit, Dane County, and other public and private providers.
Transportation Improvement Program	7.5	Approve use of federal funding for transportation projects and services in the metro area through the TIP, which is updated annually. Monitor other major transportation projects and assist in coordinating projects where needed.
Roadway & Transit Corridor and Special Studies	5	Lead or assist in planning for roadway and transit investments in major corridors or undertaking special studies that result in more detailed, project specific recommendations that refine the Regional Transportation Plan.
Ridesharing / Travel Demand Management	10	Coordinate and implement programs and services designed to promote and encourage increased use of transit, car/vanpooling, bicycling, and walking.
Administration and Service	10	Manage the transportation planning program, including program development, administration, and reporting, and staffing the MPO Board and committees.
Public Participation Activities	10	Implement the MPO's Public Participation Plan to notify and engage with the public and stakeholders in the regional transportation planning and programming process.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

The MPOs General Fund budget is the same as the cost to continue agency request. The cost to continue request includes a continued delay in filling a vacant 1/2 time Administrative Clerk position. Instead, the MPO will continue to employ a part-time (12 hours/week) hourly Clerk Typist. This will not significantly impact MPO service levels.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1220	(\$24,048)	Salary savings
Benefits	1220	(\$9,197)	Benefit savings
Total		(\$33,245)	

Explain the assumptions behind the allocation change.

We are not planning to fill our vacant permanent part-time Admin Clerk position next year, choosing instead to maintain a part-time (12 hours/week) hourly Clerk Typist position. We will make a decision on filling this position or creating a new position that includes other duties (e.g., communications/marketing) for the 2023 budget.

What is the justification behind the allocation change?

The experience with having a 12 hour/week part-time Clerk Typist position has demonstrated that the MPO does not need a 25 hour/week position to handle the administrative needs, given the other support we pay for and receive from a Program Assistant in the Planning Division. We are considering expanding the duties to include more communications/outreach work and reclassifying the position, but plan to wait until 2023 budget to decide on that.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	1220	\$18,000	Part-time Clerk Typist and Summer Intern
Total		\$18,000	

Explain the assumptions behind the requested funding.

The additional hourly personnel costs are to cover the estimated cost of a Clerk Typist at 12-14 hours per week and a summer intern full-time for 12-14 weeks.

What is the justification behind the increased funding?

The increased funding for the hourly Admin staff is needed as we are not going to fill our permanent part-time Administrative position. The intern is desired to continue to provide an internship opportunity through the AASPIRE program and provide cost effective staffing for GIS data entry and similar planning support work.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1220	42	\$5,455	Federal Grant Funding and Additional Local Contribution from a Suburban Community

Insert item

Explain the assumptions behind the change to budgeted revenue.

About 85% of the MPO's budget is covered by federal (80%) and state (5%) funding. The federal funding requires a 20% local match. State funding covers part of the local match, but is a set, capped amount. If the local match funding is increased, the MPO can accept additional federal funding up to the amount allocated based on the Madison MPO's share of available funding statewide. Some communities in the MPO area contribute to the MPO budget, increasing the available local match funding. An additional \$1,091 in local contribution is expected for next year. This will leverage an additional \$4,364 in federal funding. Even with this increase, the MPO will not utilize all of its available federal funding due to the cap in local match funding reflected in the cost to continue budget.

What is the justification behind the proposed change?

The increase in local contributions from other communities increases the local match funding, leveraging additional federal funding, without increasing the city's general fund contribution. As noted, the MPO is still not utilizing all of the available federal funding.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1220	53	(\$7,300)	The budget proposes a decrease of \$7,300 in supplies, mainly due to decrease in software licenses and supplies. A one-time license for UrbanFootprint is not needed next year.
1220	54	(\$1,927)	The budget proposes a net decrease in purchased services, including a \$6,000 decrease in consulting services, which is partially offset by a \$3,000 increase in conference/trainings which had been reduced this year due to COVID.

Insert item

Explain the assumptions behind the requested funding.

The MPO is requesting less funding for supplies and purchased services. A small part of this is reduced anticipated funding needed for things such as postage and some services, but it is mainly due to reduced budget for consulting services to balance the budget.

What is the justification behind the increased funding?

Funding is being reduced.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The MPO undertakes all of its work with an equity lense. The MPO analyzes how its plans and decisions on transportation investments will impact BIPOC, low income persons, and other marginalized groups. The MPO conducts an environmental justice analysis for all of its plans and studies and the transportation improvement program. The MPO also includes EJ/equity as a criterion in selecting projects which the MPO directly funds. The MPO also attempts to engage BIPOC and low income persons in its planning activities by making special efforts to reach them. For example, as part of the current update to the regional transportation plan, the MPO worked with local community organizations to conduct focus groups to get input from these populations on their transportation challenges, needs, and priorities. A public survey being done to gather input is available in Spanish as well as English. Feedback received will inform our plan update. The MPO has also conducted analyses of travel by persons residing in EJ areas to help identify and prioritize transportation improvements that would be most beneficial to them. We also conducted a household travel survey that over-sampled in these areas to generate information on their travel. The MPO also administers a transportation options program to assist people in finding and using transportation options other than driving alone, focused primarily on work and school trips. It includes incentives such as an emergency ride home program. BIPOC and low income persons benefit most from such a program since they rely more on alternative transportation.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$152,360

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		No reduction is proposed to the cost to continue budget, which will result in the MPO not being able to utilize all of its federal funding. Further reduction in the budget will negatively impact the MPO's ability to carry out its planning activities.
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$0	
Agency Billings	\$0	
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes, the MPO is required to conduct federally mandated regional transportation planning and approve use of federal transportation funding in the region as a condition of the city and rest of the region receiving federal gas tax revenue for transportation projects, including roadways and capital funding for Metro Transit.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Neighborhood Planning Preservation and Design

SERVICE NUMBER:

651

SERVICE DESCRIPTION:

This service maintains and strengthens existing residential and commercial neighborhoods focusing on the downtown, isthmus, and central city, as well as protecting and enhancing the City's natural, cultural, aesthetic, and historic resources. This service provides neighborhood planning services and technical services to neighborhoods, carries out the City's preservation planning program, administers the Madison Arts program, develops and maintains urban design guidelines, prepares development concept plans, and monitors and recommends changes to the City's land development regulations. The goal of this service is planning for efficient and equitable land use and complete neighborhoods in developed, mature parts of the City, balancing the growth and change in Madison with integration of art and cultural/historic preservation, and building leadership and capacity in neighborhoods.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,262,479	\$1,316,510	\$1,399,703	\$1,364,803	\$1,381,603	\$1,396,305
Other-Expenditures	\$10,135	\$10,510	\$15,760	\$10,510	\$0	\$10,510
Total	\$1,272,614	\$1,327,020	\$1,415,463	\$1,375,313	\$1,381,603	\$1,406,815
<i>Budget by Major</i>						
Revenue	(\$23,010)	(\$13,000)	(\$6,307)	(\$1,500)	(\$1,500)	(\$1,500)
Personnel	\$1,067,698	\$1,044,114	\$1,114,894	\$1,134,694	\$1,151,524	\$1,151,524
Non-Personnel	\$226,780	\$293,955	\$304,925	\$240,070	\$229,530	\$254,742
Agency Billings	\$1,146	\$1,951	\$1,951	\$2,049	\$2,049	\$2,049
Total	\$1,272,614	\$1,327,020	\$1,415,463	\$1,375,313	\$1,381,603	\$1,406,815
FTEs		8.93		9.38	9.38	9.38

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

This service includes the creation of sub-area plans, support for plan implementation, development review related to historic preservation, support for the arts, and strengthening community connections and partnerships throughout the City of Madison. The service advances recommendations within multiple Citywide Elements, including "Neighborhoods and Housing", "Culture and Character", and "Land Use and Transportation". The strategies within the "Neighborhoods and Housing" element most impacted by this service are:

Strategy 1 - Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living (by planning for mixed-use centers across the City as identified in the Growth Priority Areas Map)

Strategy 2 - Support the development of a wider mix of housing types, sizes, and costs throughout the city (by including "missing middle" housing types in detailed sub-area plans)

Strategy 3 - Increase the amount of available housing (by planning for the transition of underutilized, automobile dominated commercial areas into complete neighborhoods and mixed-use Activity Centers)

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Plan Creation	40	Creation of citywide topic area plans and sub-area plans to guide development and manage growth and change, particularly in existing neighborhoods.
	20	

Plan Implementation and Design

Implementation of recommendations in adopted plans, including coordination with and support for the work of other city agencies.

Development Review

15

Review and evaluation of proposals for development and modifications, particularly to historic properties. Support for property owners, developers, and others interested in development review processes, and staff support for the Landmarks Commission.

Support for the Arts

15

Administration of the Municipal Art Fund, Art Grant Program, Percent for the Arts, and staff support for the Madison Arts Commission

Community Connections and Partnerships

10

Support for and coordination of our planning efforts with community organizations such as neighborhood associations, nonprofit organizations, and other groups of residents and business owners across the city.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$14,702

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

\$9,500 increase to "Other Services & Expenses" to increase the overall budget for event similar to the bi-annual Mayor's Neighborhood Conference to a total of \$29,500. This increase would help support a consultant/community partner to work with staff to define and organize the event.

\$3,275 increase to "Consulting Services" to support planning processes.

Other very small adjustments to Supplies and Purchased Services to reflect past and anticipated spending.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select... ▼

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes ▼

Fund	Major	Amount	Description
General	Supplies	\$255	Increases in Copy Printing Supplies (\$830), and Food and Beverage (\$525) Decreases in Office Supplies (-\$800), Furniture (-\$200), Hardware Supplies (-\$100)
General	Purchased Serv...	\$14,447	Increases in Cellular Telephone (\$300), System and Software Maintenance (\$2,000), Storage Services (\$175), Consulting Services (\$3,275), Advertising Services (\$500), and Other Services and Expenses (\$9,500) Decreases in Facility Rental (\$1,000), Recruitment (\$250), and Mileage (\$53)

Insert item

Explain the assumptions behind the requested funding.

The increases rely on additional salary savings due to the underfilling of a currently vacant position. (The increased salary savings has been reflected in another service, Comprehensive Planning and Development Review, where assumed salary savings has long been reflected in the Planning Division budget.)

What is the justification behind the increased funding?

Most adjustments are proposed to better approximate anticipated spending.

\$9,500 increase to "Other Services & Expenses" to increase the overall budget for event similar to the bi-annual Mayor's Neighborhood Conference to a total of \$29,500. This increase would help support a consultant/community partner to work with staff to define and organize an event for increased relevance for marginalized groups.

\$3,275 increase to "Consulting Services" to support planning processes with a focus on expanding outreach to marginalized groups.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

With a \$9,500 increase to the budget for the Mayor's Neighborhood Conference (or similar event with a new title), staff would work with a community partner or partners to plan for an event with increased relevance to BIPOC, people with lower incomes, and other marginalized groups. The slight \$3,275 increase to consultant services for sub-area planning would also be utilized to support community partners to expand public engagement efforts for sub-area plans with a focus on marginalized groups.

Generally, activities within this service such as sub-area planning, art and neighborhood grants programs, and others involve careful consideration of impacts on BIPOC, people living with lower incomes, and other marginalized groups.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The proposed budget changes to this service are very small, but would be utilized explicitly to support increased engagement and communication with marginalized groups.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Regarding the budget change specifically, In past years, participants in the Mayor's Neighborhood Conference have been surveyed, and responses have long helped shape subsequent events.

With this event, sub-area planning processes, grant programs, etc., staff continues to request that participants share demographic information (if willing) to help discern different perspectives and input based on race and other demographics.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Many city agencies are involved in planning processes, conferences, implementation of projects supported by Neighborhood and Arts Grants. We consistently work to improve inter-agency coordination on these efforts, but can and should more explicitly request feedback from colleagues.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Not from staff's perspective

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to request both demographic information and substantive feedback regarding planning processes, grant programs, and conferences or similar events from participants, and will more explicitly request feedback from partner agencies to ensure that these services are provided efficiently and equitably.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

While the budget change is not recommended based on input from any of these teams or initiatives, RESJI tools have been used to guide annual improvement to many activities within this service, including but not limited to the Neighborhood Grants Program and Public Engagement efforts associated with sub-area plans. Further, RESJI tools are used to help guide each recruitment effort for new Planning Division staff.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$180,000

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

(\$15,500)

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Community Connections and Partnerships	-15,500	Budget for Mayor's Neighborhood Conference (in the "Other Services and Expenses" line item) would be reduced by approximately half, from the agency request. This reduced budget would not support a large, full-day event, but could still support a smaller, shorter, more focused event.
<input type="checkbox"/> Insert item		
Total	(\$15,500)	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	(\$15,500)	Reduction in budget for Mayor's Neighborhood Conference
Agency Billings		
Total	(\$15,500)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Through local ordinances, the City is mandated to review certain proposals for change to local landmark buildings and within local historic districts which is part of the administration of the preservation program. Many of the activities within this service are not mandated, but there are no known programs within other local organizations replicating the activities within the service.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.

The \$15,500 reduction in "Other Services & Expenses" to the budget for the Mayor's Neighborhood Conference was chosen in part due to lack of other viable options. The event, which has previously been held on a bi-annual basis, could be reconfigured in a number of ways as a smaller, shorter, event and still provide an effective option for the City to communicate and build relationships with Madison residents.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

One impact to end users would be a shorter and less holistic opportunity to learn more about and share perspectives on major community needs and City of Madison initiatives. This reduction may be able to be at least partially mitigated through use of virtual and recorded sessions, which many Madison residents and community partners are more comfortable and familiar with today than in the years before the COVID-19 pandemic.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

Police**Function: Public Safety & Health***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	77,829,025	81,830,699	83,636,962	82,794,221	82,983,412	82,983,412
Other Grants	1,784,345	1,099,230	1,544,895	1,934,865	566,606	2,222,356
Other Restricted	278,307	190,100	227,146	180,500	-	159,500
TOTAL	\$ 79,891,676	\$ 83,120,029	\$ 85,409,003	\$ 84,909,586	\$ 83,550,018	\$ 85,365,268

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Police Field	71,088,899	73,914,669	76,673,808	75,521,018	74,094,427	75,909,446
Police Support	8,802,778	9,205,360	8,735,194	9,388,568	9,455,591	9,455,822
TOTAL	\$ 79,891,676	\$ 83,120,029	\$ 85,409,003	\$ 84,909,586	\$ 83,550,018	\$ 85,365,268

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(653,949)	(674,312)	(459,501)	(329,086)	(329,086)	(333,099)
Charges For Services	(930,720)	(843,350)	(457,055)	(833,350)	(833,350)	(833,350)
Investments & Other Contributions	3,364	(183,585)	(212,749)	(171,700)	(171,700)	(197,900)
Misc Revenue	(24,464)	(21,700)	(18,058)	(21,700)	(21,700)	(21,700)
Transfer In	(61,471)	(878,000)	(1,183,368)	-	-	-
TOTAL	\$ (1,667,240)	\$ (2,600,947)	\$ (2,330,732)	\$ (1,355,836)	\$ (1,355,836)	\$ (1,386,049)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	51,845,152	56,806,497	55,946,296	56,986,531	57,383,536	58,419,041
Benefits	19,791,517	18,340,058	21,112,605	18,857,787	18,064,506	18,064,506
Supplies	1,386,137	1,608,961	1,627,716	1,624,282	1,413,337	1,583,282
Purchased Services	3,081,376	3,113,230	3,246,508	3,233,309	2,449,589	3,088,602
Inter Depart Charges	5,219,551	5,809,992	5,764,372	5,301,775	5,311,409	5,312,409
Transfer Out	235,183	42,238	42,238	261,738	283,477	283,477
TOTAL	\$ 81,558,916	\$ 85,720,976	\$ 87,739,735	\$ 86,265,422	\$ 84,905,854	\$ 86,751,317



Madison Police Department

Shon F. Barnes, Chief of Police

City-County Building

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Madison, WI 53703

Phone: (608) 266-4022 | Fax: (608) 266-4855

madisonpolice.com

July 7, 2021

TO: Dave Schmiedicke, Finance Director

FROM: Shon F. Barnes, Chief of Police

SUBJECT: Police Department 2022 Operating Budget Proposal

This proposal for the Madison Police Department's 2022 operating budget is being prepared as I continue my process of assessing and evaluating the department in my initial months as Chief of Police. Consistent with the Mayor's budget instructions, I have included a critical supplemental budget request that addresses issues of data collection, equity, racial disparities, and police reform, and have outlined a framework for the requested 5% proposed cut to MPD's 2022 operating budget. There are a few points of context which I feel are critical to the 2022 budget process:

- **Town of Madison:** With the dissolution of the Town of Madison in 2022, MPD will take on the responsibility of policing an additional 5,000 residents, and it is likely that MPD will need to take on responsibility for policing the Town earlier than October 31, 2022. MPD submitted an updated workload analysis and determined that (minimally) an additional eight (8) commissioned positions are needed to account for the workload that will come with the Town of Madison. These positions are best viewed as replacing the existing Town of Madison Police Department and are essential to the basic police service levels for our new City residents. This workload analysis does not include commissioned positions for Neighborhood Police Officer(s) or for a Community Policing Team, which are a part of MPD's current patrol district structures.
- **Hiring:** MPD typically runs a pre-service academy for new officers every year. The training timeline is not immediate – each year, the academy 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 2022 MPD academy. This means that MPD would likely not start an academy until May of 2023, resulting in a delay of having no new officers operationally available until February of 2024. If high attrition levels remain consistent with recent years, the impact of the cancellation of the 2022 academy would be devastating to the department and Madison community.
- **OIR Report, Ad Hoc Committee Recommendations, Strategic Planning and the Police Civilian Oversight Board** – MPD has made significant progress in responding to the recommendations put forth in the OIR Report and by the Madison Police Department Policy & Procedure Review Ad Hoc Committee. Many of the critical recommendations require significant staff time, training time or other unbudgeted expenses. The MPD is currently involved in an RFP process for a strategic plan that would seek to incorporate the OIR Report

and the Ad Hoc Committee recommendations into a single departmental work plan for the future of our department. This process will require staff time and additional training time to ensure meaningful implementation. As you know, the newly created Police Civilian Oversight Board is also working to hire the Independent Police Monitor; this position/office will require additional MPD staff time and training. A reduction in MPD's 2022 budget will have a direct and adverse impact on our capacity to address these and future recommendations for police reform in an effective and timely manner.

- **2021 MPD Budget:** It should be noted that the City budget imposed a number of reductions to the MPD budget in 2021. Department authorized strength was reduced by four (4) officers, and an additional \$1 million cut was imposed in the budget (savings realized through mandatory furloughs for commissioned staff and holding civilian positions vacant). Other significant department functions were removed from the MPD budget to include: crossing guards (\$761,000) and parking enforcement (over \$1,200,000 between 2020 and 2021).

2022 Operating Request: Major Goals

My goals for 2022 are centered on our department's mission to provide high-quality police services that are accessible to all members of the community, while respecting individuals' dignity and individual and constitutional rights. With this mission in mind, my goals for 2022 are as follows:

- To create a police department that prioritizes crime prevention, community engagement, and employee safety and wellness.
- To create a police department that will be the national model for exceptional policing, and serve as an exemplary model for police reform in the year 2022.
- To systematically gather and analyze disaggregated data from across the organization.
- To engage communities impacted by identified disparities (race, gender, gender identity, sexual orientation, ethnicity, and other dimensions of identity that one cannot control), and to reduce these disparities with the development, implementation, and evaluation of MPD equity initiatives.

A cut to MPD's budget would adversely impact the capacity of the department to fulfill these goals. I recognize that this budget submission comes during ongoing discussions and conversations about the role of public safety in our community and an ongoing economic recovery from 2020. I look forward to engaging in these dialogues and ensuring that MPD is able to respond to ongoing, new or changing expectations from our community.

COVID Response & Recovery

The COVID-19 pandemic has had a significant impact on MPD in 2020 and 2021. While many in our community were ordered to stay home, or had the ability of telecommuting, MPD personnel continued their work in the community, providing critical public safety services in Madison. Significant internal staff time was needed to coordinate MPD's COVID-19 response, and substantial costs were incurred for cleaning supplies and services (testing, PPE purchases, etc.). It is unclear as to what extent those needs will extend or repeat in 2022.

2022 Request & Equity

Implementing a cut to MPD's 2022 budget will have an adverse impact on the department's efforts to advance the City's equity goals. For example, most of the initiatives designed to reduce racial disparities in the criminal justice system (like the community restorative court) are organized and facilitated through MPD's Community Outreach section. A 5% budget cut would eliminate this section and jeopardize these efforts moving forward. Maintaining the current budget and organizational structure would allow these programs to continue to benefit our community. The supplemental request will enhance MPD's capacity to engage with our community, assess through data the impact police policy and decision-making have on our community, and the recruitment of a diverse workforce.

2022 Request & Sustainability

MPD has started the process of transitioning our fleet to hybrid squad patrol cars (both fully marked police package patrol vehicles and support vehicles), and has started to experiment with fully electric vehicles. Reduced budget capacity to replace vehicles will slow this process. Eliminating positions will reduce opportunities for officers to engage in activities outside of traditional squad car response (bike patrol, foot patrol, mounted patrol, motorcycle use, etc.). This will result in more officers in squad cars, and thus increased fuel use/carbon footprint.

Summary of Requested Proposed Reductions - \$4,149,171 (5%)

A 5% reduction to MPD's operating budget would require the elimination of thirty-six (36) sworn positions and eight (8) full-time civilian positions. The commissioned cuts would be to multiple ranks and would reduce the department's ability to deliver service and support public safety. I anticipate that these cuts would have the following impacts:

Elimination of MPD's Community Outreach Section – This includes the community outreach Captain, the Community Outreach Section and Resource Education (CORE) Unit, the Mental Health Unit, and proactive crime prevention. This cut would drastically reduce MPD's capacity to engage the public and build trust and legitimacy with the Madison community.

The Community Outreach and Resource Education (CORE) Team works 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 CORE team currently coordinates all of our restorative justice efforts and the majority of our outreach programming (Black and Latino Youth Academies, Amigos en Azul, Bigs in Blue, etc.). With the elimination of CORE, many of these important outreach efforts will end and our capacity to coordinate restorative justice referrals – an effort directly related to reducing racial disparities in the criminal justice system – will be greatly decreased. A number of recommendations in the OIR and Ad Hoc Committee report are directed towards CORE, and these will be unattainable if the unit is dissolved.

MPD's Mental Health Unit was created to provide a coordinated, professional, and compassionate police response to individuals affected by mental illness and their families. Over the years, the MHU has been nationally recognized as reflecting best practices in policing and as a model for other agencies to aspire to (for example, MPD was identified by the Council of State Governments and Bureau of Justice Assistance as a national "learning site" for mental health response). Mental Health Officers work collaboratively with partner agencies like

Journey Mental Health and NAMI to achieve improved outcomes for individuals affected by mental illnesses by connecting them to needed services and diverting them away from the criminal justice system whenever possible. Eliminating these positions will result in an increased workload for patrol, a reduced quality of service to people affected by mental illness, and an increased potential for encounters between MPD and those affected by mental illness to end with undesirable outcomes.

For decades, an MPD officer has served as coordinator for department crime prevention programs like the Good Neighbor Project. A 5% budget cut would eliminate the police officer position currently assigned this function and these community outreach efforts would be eliminated or reduced significantly.

Elimination of the Traffic Enforcement and Safety Team (TEST) – In 2017 the department was forced to eliminate the PM TEST unit and reassign those officers to patrol as a result of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in our traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. TEST plays a key role in MPD’s traffic enforcement and safety efforts (e.g. the East Washington Avenue corridor); in 2019, the TEST team accounted for over 31% of the total traffic citations issued by the department. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further “Vision Zero” efforts, and plays a critical role in MPD support of special events in the City (Ironman, Crazylegs, Madison Marathon, etc.).

Eliminating Detective Positions – A 5% budget cut would require eliminating detective positions. These reductions would likely impact the Special Investigations Unit (SIU) and the Burglary Crime Unit (BCU). SIU detectives work to enhance public safety by focusing on chronic offenders with a history of involvement in violent crime. This work – focused deterrence – is an evidence-based violence reduction strategy that has demonstrated positive impacts on public safety locally and nationally. Burglary Crime Unit BCU investigates all burglaries that occur in the City (more than 1,300 in 2020) and follows up on other property and pattern crimes when possible. Detectives from other units or those assigned to districts could also be eliminated, greatly reducing our capacity to investigate crimes and serve victims.

Reduction to Neighborhood Officer Program – For years, MPD has staffed full-time neighborhood police officers (NPOs) in challenged neighborhoods. These officers build relationships and focus on long-term problem solving for the benefit of the neighborhood and residents. Patrol staffing shortages have required the elimination of some NPO positions, reducing the number of geographic areas served by NPOs. A 5% budget cut would require further cuts to the NPO program, possibly including the elimination of geographic NPOs altogether.

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. I anticipate that MPD officers will no longer respond to a number of specific incident types in the event a 5% budget cut is implemented. These incident types could include:

- Non-injury motor vehicle accidents
- Private property vehicle accidents
- Noise complaints
- Landlord/Tenant disputes
- Panhandling complaints
- Graffiti complaints

In addition, a reduction in patrol staffing will have a number of 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.)

Reduction to Mounted Patrol Unit – the MPD Mounted Patrol provides great benefit to the department and community. The unit is used for community outreach/engagement, special events, search and rescue and Central entertainment district support. The unit is particularly valuable given the large number of special events that MPD is called on to support every year. A 5% cut budget cut would curtail the size and availability of the unit.

Eliminate Police Report Typist Positions/Close Customer Service Windows – In order to meet a 5% budget reduction, eight (8) full-time civilian police report typists (PRTs) would be laid off and all seven district sub-station customer service windows that are currently open for walk-in requests would be permanently closed. In addition to staffing these windows and answering district phones, the PRT team transcribes police reports, processes field reports, routes individual reports to investigators and process stakeholders, and supports our Officer-in-Charge office on each patrol shift. MPD would experiment with use of a private vendor transcription service to address the loss of transcription capacity caused by these layoffs. However, other services provided by PRTs – such as the public facing customer service windows at the six district stations - could not be outsourced, and these layoffs would result in 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 to windows at MPD facilities.

The vast majority of MPD's budget goes towards personnel, and there is no way to make any substantive cuts without reducing positions. There are, however, a few non-personnel cuts that would be implemented as part of a 5% budget reduction:

Employee wellness checks – A national best practice – and recommendation of the Ad Hoc Committee – is to provide for annual mental health checks-ins for employees. This program has quickly become a critical piece to providing support to our employees and has been very well received in 2021; a number of surrounding agencies have similar programs in place. A 5% budget cut would preclude continuation of this effort in 2022.

Eliminate ProTraining funding – The training service “ProTraining” is provided by a private vendor, and is focused on improving interactions and outcomes during high-stress encounters. The Ad Hoc Committee recommended that all MPD officers receive this training. Due to Canadian travel restrictions, only the virtual portion of this training was possible in 2021. A 5% cut would preclude the full implementation of this training in 2022.

Adjust annual attrition overhire formula – MPD’s annual attrition overhire is critical to ensuring that our actual number of available officers is as close to our authorized strength as possible. It accounts for the hiring and training timeline/cycle, and allows us to address attrition within our existing budget. In recent years, including 2021, we have seen unprecedented numbers of resignations and retirements. Adjusting the formula that the overhire is based on would reduce the academy size and result in salary savings, but would exacerbate the ongoing impact of attrition on staffing availability and service levels while increasing overtime costs.

Critical Supplemental Request – Police Data, Innovation and Reform Initiative

As agencies are allowed to submit one critical supplemental request, I am including my request for a Police Data, Innovation and Reform Initiative. Over my initial months as Chief, I have determined that this request is needed to create an improved structure and support system around data informed decision-making within the MPD. Per the budget guidelines, I considered internal reallocations and reductions in order to fund several of the position shifts being proposed for inclusion in the 2022 budget. If the following position changes are formalized, MPD’s commissioned authorized strength will decrease and our civilian strength will increase. The end result from this proposal is a request for 2.0 new FTE. The Police Data, Innovation and Reform Initiative includes the following:

Add Police Reform and Innovation Director – The cornerstone of this critical supplemental request package is the addition of a civilian “Police Reform and Innovation Director” position, which would be an upper management-level position. I have identified areas for improvement within the department that I believe can be best addressed through the addition of this position and a restructuring of several internal functions to fall under this position (such as public records request, data/crime analysis, information management and technology, etc.). The Police Reform and Innovation Director will play a critical role in implementing projects and services aimed at police reform, coordinating data analysis, expediting information services delivery, and enhancing efficiencies throughout the organization. The Police Reform and Innovation Director will provide administrative support to me and will supervise and support a majority of our civilian staff.

The critical functions that will be the responsibility of the Police Reform and Innovation Director include:

- Leading and managing the Police Records Section to include all police records, public information requests, crime analysis and information system functions
- Promoting the full development and utilization of crime analysis and best practices in problem-oriented policing and within the stratified policing structure
- Serving as the MPD coordinator and liaison to City IT
- Leading MPD’s Information Management and Technology Team and managing all technology long-term planning for the department

- Leading all crime analysis staff to ensure effective and accurate reporting and communication to internal and external customers
- Developing workload efficiency systems to ensure optimal organizational performance
- Establishing and maintaining research, development, and evaluation partnerships to enhance safety and create leading strategies for addressing complex community problems of crime and disorder

Increased Capacity for Professional Standards and Internal Affairs and the Gang Neighborhood Crime Abatement Team – This portion of the package involves the upgrading of two commissioned detective positions – one to Detective Sergeant for Professional Standards and Internal Affairs (PS&IA) and the other to Sergeant for the permanent supervision of the Gang Neighborhood Crime Abatement Team (GNCAT).

MPD currently has only two commissioned positions assigned to the PS&IA function. These positions are responsible for conducting investigations and for overseeing investigations assigned to other departmental supervisors. Every week, PS&IA staff brief me on current investigations. The volume of work is impressive and will only increase with the emerging need to be responsive to the Police Community Oversight Board and the new Independent Police Monitor. With the addition of a Detective Sergeant position to PS&IA, we will enhance our investigative capacity, improve consistency (by allowing for more investigations to be conducted by PS&IA directly), and provide opportunities for implementation of additional accountability measures. This position would also be responsible for serving as the primary liaison for information between the department and the Independent Police Monitor.

During my first few days as Chief of Police, I noted a very troubling surge of auto thefts. These incidents created significant community concern and affected residents' perceptions of safety. I realized that while each district captain was coordinating responsive efforts as cases were reported, a team with a broad citywide and proactive problem-oriented focus was needed. As a result, I directed my staff to expand the size and scope of the Gang Unit in order to create a new Gang and Neighborhood Crime Abatement Team (GNCAT). GNCAT's primary mission is the prevention and reduction of crime by employing a centralized, community-policing and problem-solving approach driven by data analysis. The GNCAT is comprised of eight (8) officers and two (2) sergeants split across two shifts. At the time of GNCAT's creation there were not enough supervisors available to cover both work shifts. Due to the urgent circumstances under which this team was created, I elected to make an acting sergeant promotion to ensure this team was adequately supervised. Upgrading a current detective position to sergeant will formalize this structure in our budget, and ensure this team continues to provide enhanced intervention and prevention efforts to our community.

Add Police Strategic Manager – As previously mentioned, the MPD is currently involved in an RFP process for a strategic plan which will require considerable staff time and additional training time to ensure meaningful implementation. To make certain that the MPD can have fidelity to the strategic planning process and implementation, I am seeking to add a Police Strategic Manager. The strategic manager will oversee the strategic plan implementation, ensure all recommendations previously made to the department (OIR Report, Ad Hoc Committee, etc.) and the department's progress are advanced and communicated, and will work to enhance the department's performance by establishing operational strategies across

organizational boundaries in order to progress as a customer-focused, high-performance learning police department.

The critical functions that will be the responsibility of the Police Strategic Manager include:

- Conduct research to support and coordinate the department's strategic plan
- Support, coordinate and communicate the department's response and progress to previous recommendations (OIR Group, Ad Hoc Committee, etc.)
- Identify adjustments in current organizational designs
- Work as a team with MPD managers to create a strategic management team and assist in navigating the change process
- Monitor, assess and make presentations on departmental progress toward strategic planning goals
- Serve as the department liaison with external stakeholders in planning projects
- Work to drive organizational change through marketing and educating personnel on best practice methods
- Enhance efficiency by evaluating operational systems across organizational lines
- Report findings of organizational effectiveness to the Chief of Police and to the Police & Fire Commission, Police Civilian Oversight Board, Public Safety Review Committee, and the greater Madison community.

Create a Community Relations Specialist – For years MPD has supported Madison Area Crimestoppers with a dedicated officer position. Crimestoppers is a valuable partner, however this functions can be directly routed to detectives and investigators. Under this proposal, these work duties will be reassigned and the commissioned position will be replaced with a civilian to create a Community Relations Specialist. This position will report directly to me and will be responsible for organizing and implementing programs, which are specifically designed to improve relationships between the Madison Police Department and our minority communities. This community relations specialist will also improve the responsiveness of the Chief of Police and the department to various requests from community organizations for support, information, or participation in events; and will work to enhance our recruitment of minority candidates to join MPD. While there are many great outreach efforts currently being organized by MPD staff, I look forward to the improved laser-focused community engagement coordination and communication (both external and internal) that this position will bring.

Conclusion

The events of 2020 put unprecedented physical and emotional strain on the women and men of MPD, which exceeded the department's capacity and led to unanticipated departures. I have inherited a department that is slowly healing and working hard to meet the daily demands of our community. 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 provide adequate service to the community or move forward with reform efforts.

The impact of a 5% cut to MPD's budget – or failure to implement the Police Data, Innovation and Reform package – would be significant. 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, including:

July 7, 2021

Page 9

- Ability to respond to increased gun violence in the City
- Capacity for community outreach and engagement
- Expanding training opportunities (already our budget only allows for approximately \$90 in specialized training per officer per year; our capacity to fully implement reform and improvement efforts is limited by our training budget)
- Working effectively with the Oversight Board and Independent Police Monitor
- Continuing to move forward with addressing OIR/Ad Hoc Committee recommendations
- Ability to staff special events in the City
- Traffic safety/enforcement
- Problem-solving
- Patrol visibility and response time

These impacts will be felt by all members of the community for many years at a time when demands for improvements and change within the MPD continue to increase.

Respectfully,

A handwritten signature in black ink that reads "Shon F. Barnes". The signature is written in a cursive, flowing style.

Shon F. Barnes
Chief of Police

CC: Assistant Chief John Patterson
Finance Manager Teague Mawer

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Police Department

SELECT YOUR AGENCY'S SERVICE:

Police Field

SERVICE NUMBER:

311

SERVICE DESCRIPTION:

This service is responsible for patrol and specialty operations within the Police Department. Specific functions of the service include: (1) patrol operations across Madison's six districts, (2) investigative operations and forensics, (3) community policing including Neighborhood Officers, (4) crime prevention and gang units, and (5) traffic enforcement. The goals of the service are timely and efficient response to crime and calls for service and unallocated time for officers to engage in problem-solving efforts and to be involved in various community engagement efforts.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$69,026,247	\$72,625,339	\$74,901,767	\$73,405,653	\$73,527,821	\$73,527,590
Other-Expenditures	\$2,062,651	\$1,289,330	\$1,772,041	\$2,115,365	\$566,606	\$2,381,856
Total	\$71,088,898	\$73,914,669	\$76,673,808	\$75,521,018	\$74,094,427	\$75,909,446
<i>Budget by Major</i>						
Revenue	(\$1,476,751)	(\$2,404,290)	(\$2,101,154)	(\$1,154,405)	(\$1,154,405)	(\$1,180,605)
Personnel	\$64,096,611	\$67,003,828	\$69,267,604	\$67,440,788	\$66,974,374	\$68,009,879
Non-Personnel	\$3,962,732	\$3,896,873	\$4,174,500	\$4,240,039	\$3,270,228	\$4,074,942
Agency Billings	\$4,506,307	\$5,418,258	\$5,332,859	\$4,994,596	\$5,004,230	\$5,005,230
Total	\$71,088,899	\$73,914,669	\$76,673,809	\$75,521,018	\$74,094,427	\$75,909,446
FTEs		488.18		481.30	481.30	481.30

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

One of the outcomes identified in the Roadmap to a Healthy and Safe City is: "ensure that all residents have equitable access to first responder systems." Whether responding to City-wide calls for service or engaging community members in proactive problem-solving, resources allocated to Police-Field continue to enable the Police Department in ensuring the health and safety of all Madison residents. Finally, Field services enable law enforcement in building trust and positively impacting community perceptions of crime.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Patrol Operations & Traffic Services	65	The purpose of Patrol Operations and Traffic Services is to provide first police responses to public safety concerns and emergencies. Responsibilities include general field operations, community engagement, traffic safety and enforcement, parking safety and enforcement, and pedestrian safety and enforcement.
Criminal Investigative Services	25	The purpose of Criminal Investigative Services is to apply a broad range of professional investigative and analytical skills toward examining nefarious activities with the goal of holding offenders accountable to promote public safety and prevent further harm to victims.
Special Operations	10	

The purpose of Special Operations is to deploy specialized resources and/or teams during significant or special events, emergencies or disasters. Special Operations provides crowd management and control, special event staffing and safe resolution to high-risk situations.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

There are no service level impacts. Cost-neutral shifts between object codes were primarily a result of adjusting supplies and operating projects (K9, Mounted and RMS Consortium) to align with anticipated revenue and expenditure plans.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="N/A"/>	<input type="text" value="\$0"/>	<input type="text" value="N/A"/>
Benefits	<input type="text" value="N/A"/>	<input type="text" value="\$0"/>	<input type="text" value="N/A"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text" value="1100"/>	<input type="text" value="46"/>	<input type="text" value="\$26,200"/>	<input type="text" value="cost-neutral adjustment in anticipated Contributions (46310) for K9 and Mounted teams"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

These changes are cost-recovery. Minor adjustments were made to align budgeted revenue with anticipated Contributions (46310) received for specialized functions in existing operating projects (i.e. K9s, Mounted, etc.); spending these funds is dependent on revenue being received.

What is the justification behind the proposed change?

These changes are anticipated to be cost-recovery with no net impact on the General Fund. These changes are necessary to provide the appropriate spending authority to align with cost-recovery Contributions received for specific functions (i.e. K9s and Mounted - spending these funds is dependent on revenue being received).

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	53 & 54	\$25,969	adjustments were made primarily to reflect equipment/supply replacements and anticipated contributions for revenue-dependent operating projects for specific purposes (RMS Consortium systems licenses/maintenance, K9, Mounted, etc.)

Insert item

Explain the assumptions behind the requested funding.

These shifts are cost-neutral to the total operating budget. Cost-neutral shifts align budgeted levels with anticipated expenditures (for example: a K9 vehicle), and are dependent upon revenue being received. Additionally, funding was shifted primarily from 54335 to supplies to reallocate software fees for needed uniform/supplies.

What is the justification behind the increased funding?

These shifts are cost-neutral to the total operating budget. These changes are necessary to provide the appropriate spending authority to align with cost-recovery Contributions received for specific functions (i.e. K9s and Mounted - spending these funds is dependent on revenue being received). Supply expenses help maintain inventory and address life cycle replacements without requesting additional funding.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Implementing a cut to MPD's 2022 budget will have an adverse impact on the department's efforts to advance the City's equity goals. For example, most of the initiatives designed to reduce racial disparities in the criminal justice system (like the community restorative court) are organized and facilitated through MPD's Community Outreach section. A 5% budget cut would eliminate this section and jeopardize these efforts moving forward. Maintaining the current budget and organizational structure would allow for these programs to continue benefiting the community and to continue to broaden in scope. The supplemental request will enhance MPD's capacity to engage the community and recruit a diverse workforce.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Over my initial months as Chief, I have determined that this supplemental request is needed to create an improved structure and support system around data informed decision-making within the MPD. For example, the supplemental request for a Community Relations Specialist upgrade would enhance service delivery and address current gaps with communication and relationships with minority communities in Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Over the years, the community has demonstrated the clear expectation that MPD's service delivery model be responsive, accessible to all, and efficient. Maintaining current resources – or, when necessary, prioritizing strategic additional investments – will continue to ensure that the MPD is working to address these expectations.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MPD has collaborative partnerships throughout the community and other City agencies. As the MPD continues to work to address feedback and formal recommendations from stakeholders, these relationships and partnerships are of even greater importance.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

The impact of a 5% cut to MPD's budget – or failure to implement my Police Data, Innovation and Reform package – would be significant. The department would either take major steps backwards in a variety of areas or be forced to delay our response to the many demands being placed upon us, including:

- Ability to respond to increased gun violence in the City
- Capacity for community outreach and engagement
- Expanding training opportunities (already our budget only allows for approximately \$90 in specialized training per officer per year; our capacity to fully implement reform and improvement efforts is limited by our training budget)
- Working effectively with the Oversight Board and Independent Police Monitor
- Continuing to move forward with addressing OIR/Ad Hoc Committee recommendations
- Ability to staff special events in the City
- Traffic safety/enforcement
- Problem-solving
- Patrol visibility and response time

These impacts will be felt by all members of the community for many years at a time when demands for improvements and change within the MPD continue to increase.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Ongoing progress toward these goals will be shared with City committees and groups to include the Civilian Oversight Board and Public Safety Review Committee.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

MPD has received multiple recommendations that prioritize accessible and responsive service, which requires maintaining current resources – or, when necessary, prioritizing strategic additional investments – to ensure that the MPD is working to address these community expectations.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$4,149,171

What is the proposed reduction to this service's budget? \$3,451,418

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Patrol Operations & Traffic Services	3,451,418	While some of the commissioned positions to be considered for layoffs would come from units classified under "Patrol Operations" in the Results Madison model, other services may be included depending on the size of the final reduction, such as: -Community Support Services -Criminal Investigative Services
Total	\$3,451,418	

Insert item

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$3,451,418	-36 commissioned positions
Non-Personnel		
Agency Billings		
Total	\$3,451,418	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes, the City requires a fully operational Police Department which includes all of the proposed cuts detailed below.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs: -36

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Yes

If yes, which agencies: cuts would likely have an adverse impact on other agencies, though specific impacts are unknown at this time

Describe why the proposed reduction was chosen.

The vast majority of MPD's budget goes towards personnel, and there is simply no way to make any substantive cuts without reducing positions.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

A 5% reduction to MPD's operating budget would require the elimination/layoff of 36 sworn positions. The commissioned cuts would be to multiple ranks and would decimate the department's ability to deliver service and support public safety. I anticipate that these cuts would have the following impacts:

Elimination of MPD's Community Outreach Section – This includes the community outreach Captain, the entire Community Outreach and Resource Education (CORE) unit, the Mental Health Unit, and crime prevention. This cut would drastically reduce MPD's capacity to engage the public and build trust with the community.

The Community Outreach and Resource Education (CORE) Team works 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 CORE team currently coordinates all of our restorative justice efforts and the majority of our outreach programming (Black and Latino Youth Academies, Amigos en Azul, Bigs in Blue, etc.). With the elimination of CORE, many of these important outreach efforts will end and our capacity to coordinate restorative justice referrals – an effort directly related to reducing racial disparities in the criminal justice system – will be greatly decreased. A number of recommendations in the OIR and Ad Hoc Committee report are directed towards CORE, and these will be unattainable if the unit is dissolved.

MPD's Mental Health Unit was created to provide a coordinated, professional, and compassionate police response to individuals affected by mental illness and their families. Over the years, the MHU has been nationally recognized as reflecting best practices in policing and as a model for other agencies to aspire to (for example, MPD was identified by the Council of State Governments and Bureau of Justice Assistance as a national "learning site" for mental health response). Mental Health Officers work collaboratively with partner agencies like Journey Mental Health and NAMI to achieve improved outcomes for individuals affected by mental illnesses by connecting them to needed services and diverting them away from the criminal justice system whenever possible. Eliminating these positions will result in an increased workload for patrol, a reduced quality of service to people affected by mental illness, and an increased potential for encounters between MPD and those affected by mental illness to end with undesirable outcomes.

For decades, an MPD officer has served as coordinator for department crime prevention programs like the Good Neighbor Project. A 5% budget cut would eliminate the police officer position currently assigned this function and these community outreach efforts would be eliminated or reduced significantly.

Elimination of the Traffic Safety and Enforcement Team (TEST) – In 2017 the department was forced to eliminate the PM TEST unit and reassign those officers to patrol as a result of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in our traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. TEST plays a key role in MPD's traffic enforcement and safety efforts (e.g. the East Washington Avenue corridor); in 2019, the TEST team accounted for over 31% of the total traffic citations issued by the department. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further "Vision Zero" efforts, and plays a critical role in MPD support of special events in the City (Ironman, Crazylegs, Madison Marathon, etc.).

Eliminating Detective Positions – A 5% budget cut would require eliminating detective positions. These reductions would likely impact the Special Investigations Unit (SIU) and the Burglary Crime Unit (BCU). SIU detectives work to enhance public safety by focusing on repeat offenders with a history of involvement in violent crime. This work – focused deterrence – is an evidence-based strategy that has demonstrated positive impacts on public safety locally and nationally. BCU investigates all burglaries that occur in the City (more than 1,300 in 2020) and follows up on other property and pattern crimes when possible. Detectives from other units or those assigned to districts could also be eliminated, greatly reducing our capacity to investigate crimes and serve victims.

Reduction to Neighborhood Officer Program – For years, MPD has staffed full-time neighborhood police officers (NPOs) in challenged neighborhoods. These officers build relationships and focus on long-term problem solving for the benefit of the neighborhood and residents. Patrol staffing shortages have required the elimination of some NPO positions, reducing the number of geographic areas served by NPOs. A 5% budget cut would require further cuts to the NPO program, possibly including the elimination of geographic NPOs altogether.

Reduced Patrol Officers – A 5% budget cut would require a reduction in the number of officers assigned to the patrol function. As indicated above, data analysis has consistently demonstrated that MPD's current patrol staffing levels are inadequate to address existing workload and community expectations. A reduction from current patrol staffing levels will require tangible reductions in service. I anticipate that MPD officers will no longer respond to a number of specific incident types in the event a 5% budget cut is implemented. These incident types could include:

- Non-injury motor vehicle accidents
- Private property vehicle accidents
- Noise complaints
- Landlord/Tenant disputes
- Panhandling complaints
- Graffiti complaints

In addition, a reduction in patrol staffing will have a number of other adverse impacts on service:

- Reduced police visibility
- Delayed response times
- Less traffic enforcement
- Less time for officers to engage in proactive activity (problem solving, foot patrol, etc.)

Reduction to Mounted Patrol Unit – The MPD Mounted Patrol provides great benefit to the department and community. The unit is used for community outreach/engagement, special events, search and rescue and Central entertainment district support. The unit is particularly valuable given the large number of special events that MPD is called on to support every year. A 5% cut budget cut would curtail the size and availability of the unit.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
		N/A

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Police Department

SELECT YOUR AGENCY'S SERVICE:

Police Support

SERVICE NUMBER:

312

SERVICE DESCRIPTION:

This service provides planning, financial and grants management, recordkeeping, information access, property processing and storage, transcription of reports, services to municipal courts, technology services, and continuing education and skill development.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$8,802,778	\$9,205,360	\$8,735,194	\$9,388,568	\$9,455,591	\$9,455,822
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$8,802,778	\$9,205,360	\$8,735,194	\$9,388,568	\$9,455,591	\$9,455,822
<i>Budget by Major</i>						
Revenue	(\$190,489)	(\$196,657)	(\$229,578)	(\$201,431)	(\$201,431)	(\$205,444)
Personnel	\$7,540,059	\$8,142,727	\$7,791,298	\$8,403,530	\$8,473,668	\$8,473,668
Non-Personnel	\$739,964	\$867,556	\$741,962	\$879,290	\$876,175	\$880,419
Agency Billings	\$713,244	\$391,734	\$431,512	\$307,179	\$307,179	\$307,179
Total	\$8,802,778	\$9,205,360	\$8,735,194	\$9,388,568	\$9,455,591	\$9,455,822
FTEs		86.38		87.38	86.79	86.79

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

Resources allocated to Police-Support enable law enforcement to respond to City-wide calls for service and engage in proactive community policing through maintaining technology consistent with industry standards, transcribing reports that provide transparency on police operations, responding to public records requests, managing finances, seeking out grants to alleviate the City's financial burden, and the processing and storage of evidence and property. These critical services help maintain a law enforcement organization that can be responsive and equipped to assist and protect all Madison residents. Finally, Support services enable law enforcement in building trust and positively impacting community perceptions of crime.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Training	30	The purpose of Training is to provide training to, and continuously improve, all internal personnel as well as external customers in law enforcement and the community at large. It includes improving and maintaining the MPD Forward Policing Training Center, recruiting a diverse officer pool, developing leadership skills at all levels, and keeping personnel proficient across a host of topics such as deescalation and use of force. Training also strives to keep the Madison Police Department at the forefront of "trust-based" community policing, problem solving, quality improvement and nationally recognized for innovation and leadership.
Administrative Services & Facilities Management	50	

The purpose of Administrative Services is to provide department support services, to provide guidance on policy and personnel questions, and to provide services to the citizens we serve. These services are handled in a thorough, professional, and expeditious manner to retain the trust and confidence in the department employees and the public. Administrative Services includes Records, Technology, Public Records, Property, Professional Standards and Internal Affairs, Finance and Personnel, as well as expenses related to department-wide services such as facilities management.

Community Support Services

20

The purpose of Community Support Services is to provide a broad range of coordinated and collaborative support resources to the department and the public. Community Support Services provides district specific complaint and incident response, mental health support and response, individual neighborhood service and support, community outreach initiatives and trust building, restorative justice coordination and criminal justice diversion, crime prevention and use of force documentation. In emergent situations, these units supplement patrol resources, special operations services, and investigative services.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$231

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

There are no service level impacts. Cost-neutral shifts between object codes were primarily a result of adjusting operating projects (K9, Mounted and RMS Consortium) to align with anticipated revenue.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	N/A	\$0	N/A
Benefits	N/A	\$0	N/A
Total		\$0	

Explain the assumptions behind the allocation change.

N/A

What is the justification behind the allocation change?

N/A

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Increase ▼

Fund	Major	Amount	Description
1100	42	\$4,013	changes in the cost-recovery RMS Consortium led to a slight increase in budgeted revenue (42310)

Insert item

Explain the assumptions behind the change to budgeted revenue.

Expansion in requested services within the cost-recovery RMS Regional Consortium operating project have led to a slight increase in budgeted revenue (42310).

What is the justification behind the proposed change?

These changes are anticipated to be cost-recovery, with no net impact to the General Fund.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes ▼

Fund	Major	Amount	Description
1100	53 & 54	\$4,244	the primary change is the cost-recovery RMS Consortium anticipates a slight increase in systems licenses/maintenance (54335)

Insert item

Explain the assumptions behind the requested funding.

Expansion in requested services within the cost-recovery RMS Regional Consortium operating project have led to a slight increase in the systems licenses budget (54335).

What is the justification behind the increased funding?

These changes are anticipated to be cost-recovery, with no net impact to the General Fund.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Implementing a cut to MPD's 2022 budget will have an adverse impact on the department's efforts to advance the City's equity goals. For example, most of the initiatives designed to reduce racial disparities in the criminal justice system (like the community restorative court) are organized and facilitated through MPD's Community Outreach section. A 5% budget cut would eliminate this section and jeopardize these efforts moving forward. Maintaining the current budget and organizational structure would allow for these programs to continue benefiting the community and to continue to broaden in scope. The supplemental request will enhance MPD's capacity to engage the community and recruit a diverse workforce.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Over my initial months as Chief, I have determined that this supplemental request is needed to create an improved structure and support system around data informed decision-making within the MPD. For example, the supplemental request for a Community Relations Specialist upgrade would enhance service delivery and address current gaps with communication and relationships with minority communities in Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Over the years, the community has demonstrated the clear expectation that MPD's service delivery model be responsive, accessible to all, and efficient. Maintaining current resources – or, when necessary, prioritizing strategic additional investments – will continue to ensure that the MPD is working to address these expectations.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MPD has collaborative partnerships throughout the community and other City agencies. As the MPD continues to work to address feedback and formal recommendations from stakeholders, these relationships and partnerships are of even greater importance.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be

considered an "action" and could affect populations differently.

The impact of a 5% cut to MPD's budget – or failure to implement my Police Data, Innovation and Reform package – would be significant. The department would either take major steps backwards in a variety of areas or be forced to delay our response to the many demands being placed upon us, including:

- Ability to respond to increased gun violence in the City
- Capacity for community outreach and engagement
- Expanding training opportunities (already our budget only allows for approximately \$90 in specialized training per officer per year; our capacity to fully implement reform and improvement efforts is limited by our training budget)
- Working effectively with the Oversight Board and Independent Police Monitor
- Continuing to move forward with addressing OIR/Ad Hoc Committee recommendations
- Ability to staff special events in the City
- Traffic safety/enforcement
- Problem-solving
- Patrol visibility and response time

These impacts will be felt by all members of the community for many years at a time when demands for improvements and change within the MPD continue to increase.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Ongoing progress toward these goals will be shared with City committees and groups to include the Civilian Oversight Board and Public Safety Review Committee.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

MPD has received multiple recommendations that prioritize accessible and responsive service, which requires maintaining current resources – or, when necessary, prioritizing strategic additional investments – to ensure that the MPD is working to address these community expectations.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$4,149,171

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

\$697,753

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Training	165,999	-adjusting the formula for determining the annual attrition overhire
Administrative Services & Facilities Management	531,754	-wellness checks (\$150,000) -mental health training for police officers (\$65,000) -lay off 8 civilian Police Report Typists, use private transcription service to address some service reductions (net of \$316,754)
<input type="checkbox"/> Insert item		
Total	\$697,753	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$482,753	-attrition hire formula adjustment; net of 8 Police Report Typist layoffs/adding private transcription service
Non-Personnel	\$215,000	-employee wellness checks; mental health training for police officers
Agency Billings		
Total	\$697,753	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Yes, the City requires a fully operational Police Department which includes completion of police reports.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

-8

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Cuts would likely have an adverse impact on other agencies, though specific impacts are unknown at this time

Describe why the proposed reduction was chosen.

The vast majority of MPD's budget goes towards personnel, and there is simply no way to make any substantive cuts without reducing positions. As detailed below, a few non-personnel cuts would also be considered as part of a 5% reduction.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminate Police Report Typist Positions/Close Customer Service Windows – In order to meet a 5% budget reduction, eight (8) full-time civilian police report typists (PRTs) would be laid off and all seven customer service windows that are currently open for walk-in requests would be permanently closed. In addition to staffing these windows and answering district phones, the PRT team transcribes police reports, processes field reports, routes individual reports to investigators and process stakeholders, and supports our Officer-in-Charge office on each patrol shift. MPD would experiment with use of a private vendor transcription service to address the loss of transcription capacity caused by these layoffs. However, other services provided by PRTs – such as the public facing customer service windows at the six district stations - could not be outsourced, and these layoffs would result in 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 likely result in reduced public access to windows at MPD facilities.

Employee Wellness Checks – A national best practice – and recommendation of the Ad Hoc Committee – is to provide for annual mental health checks-ins for employees. This program has quickly become a critical piece to providing support to our employees and has been very well received in 2021; a number of surrounding agencies have similar programs in place. A 5% budget cut would preclude continuation of this effort in 2022.

Eliminate ProTraining Funding – The training service “ProTraining” is provided by a private vendor, and is focused on improving interactions and outcomes during high-stress encounters. The Ad Hoc Committee recommended that all MPD officers receive this training. Due to Canadian travel restrictions, only the virtual portion of this training was possible in 2021. A 5% cut would preclude the full implementation of this training in 2022.

Adjust Annual Overhire Formula – MPD's annual attrition overhire is critical to ensuring that our actual number of available officers is as close to our authorized strength as possible. It accounts for the hiring and training timeline/cycle, and allows us to address attrition within our existing budget. In recent years, including 2021, we have seen unprecedented numbers of resignations and retirements. Adjusting the formula that the overhire is based on would reduce the academy size and result in salary savings, but would exacerbate the ongoing impact of attrition on staffing availability and service levels while increasing overtime costs.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
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Activity	\$Amount	Description																								
Administrative Services & Facilities Management	216800	<p>Supplemental Request: Police Data, Innovation and Reform Initiative</p> <p>MPD's supplemental request was crafted after careful consideration of the Mayor's instructions. Per the budget guidelines, internal reallocations and reductions were pursued in order to fund several of the upgrades/shifts being requested for formalization in the 2022 budget. If these changes are formalized, MPD's commissioned authorized strength will decrease and its civilian personnel will increase. The end result to departmental staffing is a request for 2.0 new FTEs.</p> <table border="1"> <thead> <tr> <th>FTE</th> <th>Position</th> <th>Cost Impact</th> </tr> </thead> <tbody> <tr> <td>(2.00)</td> <td>Internal Cut: Eliminate Detectives for Focused Deterrence</td> <td>\$0</td> </tr> <tr> <td>1.00</td> <td>Funded by Cut: Add Detective Sergeant Upgrade for PS&IA</td> <td>\$10,500</td> </tr> <tr> <td>1.00</td> <td>Funded by Cut: Add Sergeant Upgrade for GNCAT Assignment</td> <td>\$10,500</td> </tr> <tr> <td>(1.00)</td> <td>Internal Cut: Eliminate Social Media/Crimestoppers Officer</td> <td>-\$92,300</td> </tr> <tr> <td>1.00</td> <td>Funded by Cut: Add Civilian Community Relations Specialist</td> <td>\$78,300</td> </tr> <tr> <td>1.00</td> <td>New Request: Police Strategic Manager</td> <td>\$88,800</td> </tr> <tr> <td>1.00</td> <td>New Request: Police Reform and Innovation Director</td> <td>\$121,000</td> </tr> </tbody> </table> <p>Net New Request: \$216,800 for 2.0 FTE (in addition to formalizing upgrades described above)</p>	FTE	Position	Cost Impact	(2.00)	Internal Cut: Eliminate Detectives for Focused Deterrence	\$0	1.00	Funded by Cut: Add Detective Sergeant Upgrade for PS&IA	\$10,500	1.00	Funded by Cut: Add Sergeant Upgrade for GNCAT Assignment	\$10,500	(1.00)	Internal Cut: Eliminate Social Media/Crimestoppers Officer	-\$92,300	1.00	Funded by Cut: Add Civilian Community Relations Specialist	\$78,300	1.00	New Request: Police Strategic Manager	\$88,800	1.00	New Request: Police Reform and Innovation Director	\$121,000
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1.00	New Request: Police Reform and Innovation Director	\$121,000																								

Insert item

Total	216,800	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	209,800	Salaries: \$172,700; Fringe Benefits: \$37,100
Non-Personnel	7,000	Supplies: \$7,000 (office equipment for personnel)
Agency Billings	0	N/A
Total	216,800	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

This request formalizes several internal cuts/shifts which are being proposed in an effort to self-fund requests as much as possible. The net impact is a request for 2.0 FTEs from the General Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

As this request involves personnel, it is ongoing in nature. The service impact is detailed below.

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

If yes, which agencies?

Describe why the proposed increase is critical.

As agencies are allowed to submit one critical supplemental request, I am including my request for a Police Data, Innovation and Reform Initiative. Over my initial months as Chief, I have determined that this request is needed to create an improved structure and support system around data informed decision-making within the MPD. Per the budget guidelines, I considered internal reallocations and reductions in order to fund several of the position shifts being proposed for inclusion in the 2022 budget. If the following position changes are formalized, MPD's commissioned authorized strength will decrease and our civilian strength will increase. The end result from this proposal is a request for 2.0 new FTE.

The Police Data, Innovation and Reform Initiative includes the following:

Add Police Reform and Innovation Director – The cornerstone of this critical supplemental request package is the addition of a civilian "Police Reform and Innovation Director" position, which would be an upper management-level position. I have identified areas for improvement within the department that I believe can be best addressed through the addition of this position and a restructuring of several internal functions to fall under this position (such as public records request, data/crime analysis, information management and technology, etc.). The Police Reform and Innovation Director will play a critical role in implementing projects and services aimed at police reform, coordinating data analysis, expediting information services delivery, and enhancing efficiencies throughout the organization. The Police Reform and Innovation Director will provide administrative support to me and will supervise and support a majority of our civilian staff. The critical functions that will be the responsibility of the Police Reform and Innovation Director include:

- Leading and managing the Police Records Section to include all police records, public information requests, crime analysis and information system functions
- Promoting the full development and utilization of crime analysis and best practices in problem-oriented policing and within the stratified policing

structure

- Serving as the MPD coordinator and liaison to City IT
- Leading MPD's Information Management and Technology Team and managing all technology long-term planning for the department
- Leading all crime analysis staff to ensure effective and accurate reporting and communication to internal and external customers
- Developing workload efficiency systems to ensure optimal organizational performance
- Establishing and maintaining research, development, and evaluation partnerships to enhance safety and create leading strategies for addressing complex community problems of crime and disorder

Increased Capacity for Professional Standards and Internal Affairs and the Gang Neighborhood Crime Abatement Team – This portion of the package involves the upgrading of two commissioned detective positions – one to Detective Sergeant for Professional Standards and Internal Affairs (PS&IA) and the other to Sergeant for the permanent supervision of the Gang Neighborhood Crime Abatement Team (GNCAT).

MPD currently has only two commissioned positions assigned to the PS&IA function. These positions are responsible for conducting investigations and for overseeing investigations assigned to other departmental supervisors. Every week, PS&IA staff brief me on current investigations. The volume of work is impressive and will only increase with the emerging need to be responsive to the Police Community Oversight Board and the new Independent Police Monitor. With the addition of a Detective Sergeant position to PS&IA, we will enhance our investigative capacity, improve consistency (by allowing for more investigations to be conducted by PS&IA directly), and provide opportunities for implementation of additional accountability measures. This position would also be responsible for serving as the primary liaison for information between the department and the Independent Police Monitor.

During my first few days as Chief of Police, I noted a very troubling surge of auto thefts. These incidents created significant community concern and affected residents' perceptions of safety. I realized that while each district captain was coordinating responsive efforts as cases were reported, a team with a broad citywide and proactive problem-oriented focus was needed. As a result, I directed my staff to expand the size and scope of the Gang Unit in order to create a new Gang and Neighborhood Crime Abatement Team (GNCAT). GNCAT's primary mission is the prevention and reduction of crime by employing a centralized, community-policing and problem-solving approach driven by data analysis. The GNCAT is comprised of eight (8) officers and two (2) sergeants split across two shifts. At the time of GNCAT's creation there were not enough supervisors available to cover both work shifts. Due to the urgent circumstances under which this team was created, I elected to make an acting sergeant promotion to ensure this team was adequately supervised. Upgrading a current detective position to sergeant will formalize this structure in our budget, and ensure this team continues to provide enhanced intervention and prevention efforts to our community.

Add Police Strategic Manager – As previously mentioned, the MPD is currently involved in an RFP process for a strategic plan which will require considerable staff time and additional training time to ensure meaningful implementation. To make certain that the MPD can have fidelity to the strategic planning process and implementation, I am seeking to add a Police Strategic Manager. The strategic manager will oversee the strategic plan implementation, ensure all recommendations previously made to the department (OIR Report, Ad Hoc Committee, etc.) and the department's progress are advanced and communicated, and will work to enhance the department's performance by establishing operational strategies across organizational boundaries in order to progress as a customer-focused, high-performance learning police department. The critical functions that will be the responsibility of the Police Strategic Manager include:

- Conduct research to support and coordinate the department's strategic plan
- Support, coordinate and communicate the department's response and progress to previous recommendations (OIR Group, Ad Hoc Committee, etc.)
- Identify adjustments in current organizational designs
- Work as a team with MPD managers to create a strategic management team and assist in navigating the change process
- Monitor, assess and make presentations on departmental progress toward strategic planning goals
- Serve as the department liaison with external stakeholders in planning projects
- Work to drive organizational change through marketing and educating personnel on best practice methods
- Enhance efficiency by evaluating operational systems across organizational lines
- Report findings of organizational effectiveness to the Chief of Police and to the Police & Fire Commission, Police Civilian Oversight Board, Public Safety Review Committee, and the greater Madison community.

Create a Community Relations Specialist – For years MPD has supported Madison Area Crimestoppers with a dedicated officer position. Crimestoppers is a valuable partner, however this functions can be directly routed to detectives and investigators. Under this proposal, these work duties will be reassigned and the commissioned position will be replaced with a civilian to create a Community Relations Specialist. This position will report directly to me and will be responsible for organizing and implementing programs, which are specifically designed to improve relationships between the Madison Police Department and our minority communities. This community relations specialist will also improve the responsiveness of the Chief of Police and the department to various requests from community organizations for support, information, or participation in events; and will work to enhance our recruitment of minority candidates to join MPD. While there are many great outreach efforts currently being organized by MPD staff, I look forward to the improved laser focused community engagement coordination and communication (both external and internal) that this position will bring.

Submit

V2_062821

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	5,384,683	6,233,474	6,233,474	6,937,629	7,060,813	7,239,941
Permanent	79,701	-	66,881	-	-	-
Public Health Madison Dane	14,718,933	13,630,459	21,592,842	14,654,004	14,455,959	14,620,293
TOTAL	\$ 20,183,317	\$ 19,863,933	\$ 27,893,197	\$ 21,591,633	\$ 21,516,772	\$ 21,860,234

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Administration	3,584,813	3,469,789	(2,606,710)	4,117,691	4,038,915	3,908,940
Animal Services	1,318,303	1,162,309	1,337,973	1,150,366	1,150,279	1,237,122
Community Health	8,015,661	8,471,535	10,666,298	8,661,669	8,661,669	9,471,518
Environmental Protection	945,508	1,120,924	1,424,600	1,130,770	1,134,774	938,770
Emergency Response Planning	265,344	224,801	11,168,374	1,002,224	1,002,225	304,482
Licensed Establishments	2,537,941	2,326,624	2,139,904	2,094,289	2,094,290	2,125,315
Laboratory	852,792	526,995	683,877	542,403	542,401	606,220
Policy Programming & Eval	2,662,954	2,560,955	3,078,881	2,892,220	2,892,219	3,267,868
TOTAL	\$ 20,183,317	\$ 19,863,933	\$ 27,893,197	\$ 21,591,633	\$ 21,516,772	\$ 21,860,234

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(8,981,392)	(9,633,566)	(18,398,634)	(10,638,726)	(10,788,666)	(10,953,000)
Charges For Services	(671,297)	(897,158)	(524,786)	(897,158)	(897,158)	(897,158)
Licenses & Permits	(2,519,979)	(3,048,235)	(2,364,072)	(2,718,635)	(2,718,635)	(2,718,635)
Investments & Other Contributions	(175,080)	(39,000)	(104,956)	(39,000)	(39,000)	(39,000)
Misc Revenue	(4,650)	(12,500)	(4,848)	(12,500)	(12,500)	(12,500)
Other Financing Source	(2,446,236)	-	(262,427)	(347,985)	-	-
General Fund Subsidy	(5,384,683)	(6,233,474)	(6,233,474)	(6,937,629)	(7,060,813)	(7,239,941)
TOTAL	\$ (20,183,317)	\$ (19,863,933)	\$ (27,893,197)	\$ (21,591,633)	\$ (21,516,772)	\$ (21,860,234)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	10,687,938	11,487,975	13,537,289	13,004,126	12,917,773	12,472,100
Benefits	4,720,166	5,248,579	5,321,889	5,248,568	5,248,554	6,083,999
Supplies	577,372	524,249	1,661,355	547,356	547,356	629,893
Purchased Services	2,479,441	2,156,225	4,769,687	2,383,855	2,387,858	2,259,011
Debt & Other Financing	1,651,803	357,056	2,519,508	-	-	-
Inter Depart Charges	66,597	89,848	83,469	62,030	69,534	69,534
Transfer Out	-	-	-	345,697	345,697	345,697
TOTAL	\$ 20,183,317	\$ 19,863,933	\$ 27,893,197	\$ 21,591,633	\$ 21,516,772	\$ 21,860,234

To: Dave Schmiedicke, Finance Director

From: Janel Heinrich, Director PHMDC

Date: July 12, 2021

Subject: 2022 PHMDC Operating Budget Transmittal Memo

As I write this memo, in comparison to last year, PHMDC, Madison and Dane County are in a far better state with regard to the COVID pandemic. However, while we hope that the worst of the pandemic is behind us, we are not yet through it. We continue to have approximately 25% of our staff assigned at least part-time to response efforts, as well as 75 LTE and contracted staff working to support our local response to Covid-19 to prevent and minimize the spread of this disease. At the same time we are starting our recovery as an organization.

Looking to 2022, while we know more today than last July, the landscape for PHMDC remains full of unknowns—some we can identify but don't have clarity about yet—e.g, the level of Federal and State support that will be disseminated to local health departments to continue to address COVID-19 and others that we are planning for but don't know the impact of yet--- e.g., the continued public health resources that will be required to continue to minimize the impact of the disease, reduce the opportunity for other variants to emerge in this community and support recovery efforts.

Despite these unknowns, I am submitting a cost-to-continue proposal based on the programs and services that PHMDC traditionally provides for the 2022 Public Health Operating Budget. This budget meets our target of \$21,860,234. Staff salaries and benefits comprise 85% of the operating budget total.

Major Goals

PHMDC is comprised of eight major services representing a variety of programs and areas of public health practice. These services include: Administration, Animal Services, Community Health, Emergency Response Planning, Environmental Protection, Laboratory, Licensed Establishments, and Policy, Planning and Evaluation.

In addition to the impact that COVID had on our agency, staff, and services, we recognize that the COVID has resulted in considerable strain on our community, compounding the burden of the pandemic itself. We have already seen that the impact of the pandemic is resulting in an increased demand for public health services.

Our 2022 goals for all services include: 1) assuring that we have the staff capacity to continue to respond to the COVID pandemic—whether by directly providing services to Madison & Dane County residents or assuring we have the administrative staff capacity sufficient to support the response, as well as ‘normal’ PHMDC service delivery and 2) assessing the impact on the demand for public health resources to assure our ability to continue to maintain a high level and quality of services and support and equitable and just recovery in Madison & Dane County.

COVID Recovery

In addition to efforts to return to ‘normal’ services levels, looking ahead to the remainder of 2021 and into 2022, we are operating under the assumption that the pandemic is not over and may continue to require a significant response from our agency, specifically in the areas of data and surveillance, communications, contact tracing, testing, and vaccination. Over the course of the pandemic, we have increased the capacity of our department to lead in this unprecedented crisis through the onboarding and training of LTE and contracted staff. Our approach to this next phase of the pandemic response is to staff our response functions primarily via existing, trained LTEs and contracted staff, under the leadership of subject matter experts on our permanent staff. This allows for our programs to return closer to 100% capacity to provide much needed services to our community and aid in our shared recovery efforts.

In addition, we are building surge plans should the conditions arise where we would need to shift significant capacity back into the COVID response. These plans include triggers and decision-making processes for activating surge plans, and the establishment of prioritization sequences to increase capacity for response efforts, while maintaining program delivery for as long as possible (for example, 1) increasing hours for existing LTEs and contracted staff, 2) re-activating LTEs still on roster, 3) onboarding additional LTE or contracted staff, 4) shifting permanent staff into response roles).

2022 Request & Equity

As we described in last year’s memo—a commitment to becoming an anti-racist and equitable organization continues to drive our work—within our COVID response we applied these values to decision making and embedded an Equity Coordinator in our Incident Command Structure (ICS) Planning Section.

As we recover from COVID as an organization and in our service delivery we are eager to robustly return to agency-wide equity system and capacity building efforts in order to eliminate health inequities across the services we provide as well as in collaboration with our community.

Things like safe housing, transportation, racism, education, and job opportunities, can impact health outcomes and quality of life that many of us take for granted. Despite being an incredibly lean agency with regard to staff levels for the size of the community that we serve, we strive to address health inequities across the services we provide. We do this by working with community partners in the pursuit of changing systems so that more people have a chance to live healthy, fulfilling lives. Some examples include: addressing risk factors of violence and building on protective efforts against it; working in partnership to create policies that increase access to healthy food; and collaborating to

identify solutions to issues like racial disparities in birth outcomes and the inequities that contribute to these outcomes.

2022 Request & Sustainability

In 2022 we will finally be fully implementing our Electronic Health Records (EHR) system-Patagonia Health. This system will be used across a variety of different programs and should realize benefits in the reduction of paper, time spent on duplicate data entry across platforms, and has the potential to support telehealth service delivery which has the benefit to reducing mileage and our agency carbon footprint.

Major Changes in 2022 Operating Request

We are not proposing any major changes within the 2022 Operating Budget.

Optional Supplemental Request

We are submitting supplemental requests to support the creation of two new positions, described as follows:

1) A position within the City of Madison IT department to support the ongoing technical needs of PHMDC. This position will be classified within the CG18Range14.

The IT needs of PHMDC are complex and are beyond PHMDC staff capacity to support. Similar to a position supporting the City of Madison Water Utility, we are requesting a position dedicated to and funded by PHMDC within City IT.

Examples of responsibilities include:

- Coordinate hardware, software, file access permissions, and technology needs for information management; Work may involve activity and resource planning, organizing and delegating tasks to members of an IT project team. Control time management, estimate costs, and aid in managing project risk.
- Work will range from proactively researching, gathering cost information, vendor quotes and recommend hardware and software based on current or new City standards; Oversee third-party software implementations: Evaluate products, define requirements, participate in RFP's, participate in contract negotiations, create project plans, and facilitate project management.
- Gather PHMDC business needs and requirements and turn these goals into projects and detailed proposals to support PHMDC organizational effectiveness and meet PHMDC strategic priorities.
- Maintain inventory of computers, phones, cell phones, multi-function devices, and other hardware, including tracking assignment of devices by staff and location. And all related duties.

2) A Senior Accountant position within the Administration service to join the Budget & Finance team. The size of the Budget and Finance team and the scope of roles is not sufficient to continue to meet the demands and complexities of being a dual agency, which requires additional work to prepare

information received from the County to fit the City's standard's and vice versa, as well as the recent additional and ongoing grant and contract management required of PHMDC.

Examples of responsibilities include:

- Maintain complex accounting and financial control records.
- Prepare, analyze, review and reconcile state revenue claiming reports.
- Prepares annual spreadsheet and year-end revenue and expenditure closing entries in cooperation with departmental management and accounting staff.
- Assist in the development of department budget, preparing policy analyses and summaries as required.
- Complete substantive analytic studies and written reports, develop and maintain departmental reports as well as provide technical assistance to departmental staff as necessary.

I look forward to continuing to work with you and your team on the preparation of the 2022 Operating Budget.

Sincerely,



Janel Heinrich, MPH, MA
Director/Health Officer- Public Health-Madison & Dane County

- c.c. Mary Bottari, Chief of Staff to Mayor Rhodes-Conway
Linda Vakunta, Reuben Sanon and Christie Baumel, Deputy Mayors, City of Madison
Kate Austin Stanford, Director of Operations, Public Health-Madison & Dane County
Aurielle Smith, Director of Policy, Planning & Evaluation, Public Health-Madison & Dane County
Carl Meyer, Director of Community Health, Public Health-Madison & Dane County,
Bonnie Koenig, Interim Director of Environmental Health, Public Health- Madison & Dane County
Millicent Hutchinson, Budget Supervisor, Public Health-Madison & Dane County
Budget & Program Evaluation Staff

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Administration

SERVICE NUMBER:

321

SERVICE DESCRIPTION:

This service provides overall leadership and administrative support for Public Health. The goal of this service is clear, accessible, and efficient systems and well-documented processes for all administrative functions.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,584,813	\$3,469,789	(\$2,606,710)	\$4,117,691	\$4,038,916	\$3,908,940
Total	\$3,584,813	\$3,469,789	(\$2,606,710)	\$4,117,691	\$4,038,916	\$3,908,940
<i>Budget by Major</i>						
Revenue	(\$2,253,589)	(\$7,243,801)	(\$1,167,302)	(\$8,365,943)	(\$8,167,898)	(\$8,385,935)
Personnel	\$2,422,214	\$2,531,047	\$1,653,216	\$3,158,372	\$3,072,093	\$2,955,714
Non-Personnel	\$1,110,101	\$863,610	(\$4,326,266)	\$912,005	\$912,005	\$898,408
Agency Billings	\$52,497	\$75,132	\$66,340	\$47,314	\$54,818	\$54,818
Total	\$1,331,223	(\$3,774,012)	(\$3,774,012)	(\$4,248,252)	(\$4,128,982)	(\$4,476,995)
FTEs		0.00				22.25

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

The goal of this service is clear, accessible, and efficient systems and well-documented processes for all administrative functions.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Budget and Finance	25	Manage all budgeting and accounting functions including development and monitoring of budgets, purchasing, payroll, billing, and contract monitoring.
Administrative and Facilities Support	25	Manage operations and administrative support for all office locations.
Communications and Strategic Initiatives	25	Develop and implement internal and external communications, and oversee quality improvement and performance management activities.
Workforce Development	15	Manage all human resources and workforce development functions, including the hiring process, orientation and on boarding, and professional development.
Health and Racial Equity	10	Develop, implement, and support a framework to build agency capacity so that (1) Public Health will be a highly effective organization that operates with health and racial equity as a guiding principle; and (2) health outcomes in Dane County will not be determined by race, class, gender, income, or other group status.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
No service level changes. The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service supports the internal infrastructure of Public Health Madison and Dane County. This includes efforts to build and retain an innovative, competent, and diverse workforce, to cultivate equitable opportunities to apply and develop leadership skills, and to incorporate a health and racial equity framework into organizational programs and practices.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? This service internally facing and directly benefits PHMDC staff and government agency partners and indirectly benefits clients and community members through the goal of clear, accessible, and efficient systems and well- documented processes for all administrative functions.

- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? Through various internal agency assessments, we know that we have a dedicated, caring, and knowledgeable staff with a diversity of skills, but we have work to do in formalizing systems, and integrating health and racial equity into all organizational policies and systems. We are working to update our agency strategic plan to address this feedback.

- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? City and County government partners are affected by this service, including Finance, Clerk's Office, Attorney's Office, and Dane County Employee Relations, and indirectly all of Dane County is affected by this service because a strong administrative infrastructure supports the robust delivery of services.

- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. To our knowledge, the proposed budget does not harm specific communities. With more resources there is opportunity to be a more inclusive, engaged, and responsive service.

- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? As we refocus efforts out of the COVID-19 pandemic, we will work with all internal staff and programs in the deployment of our performance management system, which will provide clarity and transparency in organizational and programmatic objectives and progress toward those objectives.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,067,700

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input checked="" type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Add an IT Specialist position within the City of Madison IT department to support the ongoing technical needs of PHMDC. This position will be classified within the CG18Range14.	110000	<p>Examples of responsibilities include:</p> <ul style="list-style-type: none"> Coordinate hardware, software, file access permissions, and technology needs for information management; Work may involve activity and resource planning, organizing and delegating tasks to members of an IT project team. Control time management, estimate costs, and aid in managing project risk Work will range from proactively researching, gathering cost information, vendor quotes and recommend hardware and software based on current or new City standards; Oversee third-party software implementations: Evaluate products, define requirements, participate in RFP's, participate in contract negotiations, create project plans, and facilitate project management. Gather PHMDC business needs and requirements and turn these goals into projects and detailed proposals to support PHMDC organizational effectiveness and meet PHMDC strategic priorities. Maintain inventory of computers, phones, cell phones, multi-function devices, and other hardware, including tracking assignment of devices by staff and location. And all related duties.

Activity	\$Amount	Description
Add a Senior Account position to the Budget & Finance team to support the increasing workload and complexity of work of this unit.	109523	Examples of responsibilities include: <ul style="list-style-type: none"> • Main tain complex accounting and financial control records. • Prepare, analyze, review and reconcile state revenue claiming reports. • Prepare annual spreadsheets and year-end revenue and expenditure closing entries in cooperation with departmental management and accounting staff. • Assist in the development of department budget, preparing policy analyses and summaries as required. • Complete substantive analytic studies and written reports, develops and maintains departmental reports as well as provides technical assistance to departmental staff as necessary.

Insert item

Total	219,523	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	219,523	Salary and benefits for IT Specialist and Senior Account position
Non-Personnel		
Agency Billings		
Total	219,523	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The expenses will be offset with Public Health Madison and Dane County Fund Balance.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This personnel increase is permanent and would be subject to step and longevity increases over time.

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

If yes, which agencies? The proposed staffing additions will decrease workload for City IT and City Finance.

Describe why the proposed increase is critical.

IT Specialist: A position within the City of Madison IT department to support the ongoing technical needs of PHMDC. This position will be classified within the CG18Range14. The IT needs of PHMDC are complex and are beyond PHMDC staff capacity to support. Similar to the City of Madison Water Utility and Dane County Human Services, this would be a position dedicated to and funded by PHMDC within City IT. Examples of responsibilities include:

- Coordinate hardware, software, file access permissions, and technology needs for information management; Work may involve activity and resource planning, organizing and delegating tasks to members of an IT project team. Control time management, estimate costs, and aid in managing project risk
- Work will range from proactively researching, gathering cost information, vendor quotes and recommend hardware and software based on current or new City standards; Oversee third-party software implementations: Evaluate products, define requirements, participate in RFP's, participate in contract negotiations, create project plans, and facilitate project management.
- Gather PHMDC business needs and requirements and turn these goals into projects and detailed proposals to support PHMDC organizational effectiveness and meet PHMDC strategic priorities.
- Maintain inventory of computers, phones, cell phones, multi-function devices, and other hardware, including tracking assignment of devices by staff and location. And all related duties.

Senior Accountant: The size of the Budget and Finance team and the scope of roles is not sufficient to continue to meet the demands and complexities of being a dual agency, which requires additional work to prepare information received from the County to fit the City's standard's and vice versa, as well as the recent additional and ongoing grant and contract management required of PHMDC. Examples of responsibilities include:

- Maintain complex accounting and financial control records.
- Prepare, analyze, review and reconcile state revenue claiming reports.
- Prepare annual spreadsheets and year-end revenue and expenditure closing entries in cooperation with departmental management and accounting staff.
- Assist in the development of department budget, preparing policy analyses and summaries as required.
- Complete substantive analytic studies and written reports, develops and maintains departmental reports as well as provides technical assistance to departmental staff as necessary.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Animal Services

SERVICE NUMBER:

322

SERVICE DESCRIPTION:

This service is responsible for enforcing animal-related laws, educating the public about responsible animal ownership, and providing pickup services for the stray, abandoned, impounded, injured, and orphaned animals of Madison and Dane County. The goals of the service are immediate follow-up on all reported bites, mitigation and prevention of dangerous animal issues, reduced numbers of stray cats and dogs in the community, and prevention of animal neglect and cruelty.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$1,318,303	\$1,162,309	\$1,337,973	\$1,150,366	\$1,150,277	\$1,237,122
<i>Total</i>	<i>\$1,318,303</i>	<i>\$1,162,309</i>	<i>\$1,337,973</i>	<i>\$1,150,366</i>	<i>\$1,150,277</i>	<i>\$1,237,122</i>
<i>Budget by Major</i>						
Revenue	(\$506,251)	(\$485,073)	(\$660,737)	(\$485,073)	(\$485,073)	(\$485,073)
Personnel	\$655,111	\$729,678	\$666,483	\$729,543	\$729,454	\$807,372
Non-Personnel	\$662,223	\$431,045	\$669,027	\$419,237	\$419,237	\$428,164
Agency Billings	\$970	\$1,586	\$2,464	\$1,586	\$1,586	\$1,586
<i>Total</i>	<i>\$812,053</i>	<i>\$677,236</i>	<i>\$677,237</i>	<i>\$665,293</i>	<i>\$665,204</i>	<i>\$752,049</i>
FTEs						8.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The goals of the service are immediate follow-up on all reported bites, mitigation and prevention of dangerous animal issues, reduced numbers of stray cats and dogs in the community, and prevention of animal neglect and cruelty.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Domestic animal bite investigation and quarantine	35	Respond to reports of bites to people or other domestic animals to ensure proper rabies vaccination, quarantine, and enforcement of laws related to controlling animal behavior and licensing.
Wild animal bites and rabies exposure	20	Respond to calls related to bites or potential exposure to potentially rabid wild animals. Advise victims and medical providers on rabies risk. Facilitate testing of wild animals for rabies.
Animal Welfare complaints	5	Respond to complaints of mistreatment of domestic and wild animals. Response includes investigation, education of persons involved and enforcement of local and state laws as appropriate.
Dangerous animals	5	

Act to eliminate the threat to public health and safety from dangerous animals by investigating potential dangerous animals and ordering restrictions or euthanasia of the animal as appropriate.

Stray animal response

25

Collect domestic animals found running at large and return to their owner or deliver to the shelter for care until they are claimed. Enforce regulations on licensing and containing domestic animals as appropriate.

Other complaints and requests for information

10

Respond to complaints and requests for information from the general public.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No service level changes. The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is for the prevention and enforcement of animal control for the health, safety and wellbeing of our community. BIPOC individuals, individuals with lower incomes, and people otherwise marginalized may be disproportionately impacted and new ways to approach service delivery for increased equitable outcomes are considered when possible.

- | | |
|--|--|
| a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? | The residents of Madison & Dane County directly benefit from enforcement of animal control laws and ensuring that domestic animals are free of rabies infection. The data from this service provides information for improving the equitable delivery of services and for addressing service gaps. |
| b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? | Currently, this service responds to comments and suggestions from members of the community. We are exploring ways to incorporate social and racial justice analyses within the context of this service, for the inclusion of perspectives from BIPOC, lower income and other marginalized people in our community. |
| c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? | This service works directly the Madison Police Department and other local law enforcement agencies in municipal and county government. We also work closely with other organizations and agencies that are concerned about animal welfare such as Dane County Humane Society, WisCares, and many low cost animal care clinics. |
| d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. | To our knowledge, maintaining the current budget does not harm any specific population or community. With additional resources, there is opportunity to provide more equitable outreach. |
| e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? | We will listen to comments and concerns from residents of the community to better understand any unintended impacts of this program. We will regularly seek out input from our stakeholders and community partners through meetings, outreach, and facilitated engagement processes for increasing input into our decision-making. |

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
----------	----------	-------------

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Community Health

SERVICE NUMBER:

323

SERVICE DESCRIPTION:

This service incorporates a variety of program areas which work collectively to positively impact and improve the health of the Madison and Dane County residents. Program areas include: (1) communicable disease monitoring, surveillance and intervention ; (2) immunizations; (3) Women, Infants, and Children Supplemental Nutrition Program (WIC); (4) Maternal and Child Health services (MCH); (5) sexual and reproductive health; (6) Fetal and Infant Mortality Review (FIMR); and (6) perinatal nurse home visiting programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$8,015,661	\$8,471,535	\$10,666,297	\$8,661,669	\$8,661,669	\$9,471,518
Total	\$8,015,661	\$8,471,535	\$10,666,297	\$8,661,669	\$8,661,669	\$9,471,518
<i>Budget by Major</i>						
Revenue	(\$5,159,645)	(\$2,146,579)	(\$4,341,341)	(\$2,200,579)	(\$2,200,579)	(\$2,225,579)
Personnel	\$6,786,270	\$7,392,948	\$4,611,501	\$7,392,948	\$7,392,948	\$8,270,006
Non-Personnel	\$1,216,262	\$1,065,457	\$6,041,666	\$1,255,591	\$1,255,591	\$1,188,382
Agency Billings	\$13,130	\$13,130	\$13,130	\$13,130	\$13,130	\$13,130
Total	\$2,856,017	\$6,324,956	\$6,324,956	\$6,461,090	\$6,461,090	\$7,245,939
FTEs		0.00				77.25

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

This service incorporates a variety of program areas which work collectively to positively impact and improve the health of the Madison and Dane County residents. Program areas include: (1) communicable disease monitoring, surveillance and intervention; (2) immunizations; (3) Women, Infants, and Children Supplemental Nutrition Program (WIC); (4) Maternal and Child Health services (MCH); (5) sexual and reproductive health; (6) Fetal and Infant Mortality Review (FIMR); and (6) perinatal nurse home visiting programs.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Women Infants and Children (WIC) Supplemental Nutrition Program	15	Improve the health of women, infants and children who may be nutritionally at risk by providing healthy foods, health information, and referrals to health care.
Wisconsin Well Woman Program	5	Coordinate programs that provide free or low cost breast and cervical cancer screenings and treatment for people with limited income and little or no health insurance.
Immunizations	5	Provide immunizations to reduce the spread of disease in our community and to protect the health of current and future generations.
Sexual and Reproductive Health:	15	Provide testing and treatment for sexually transmitted infections in an inclusive, stigma-free environment for people of all ages, gender identities, gender expressions, and sexual orientation.
Communicable Disease	25	Monitor, treat and prevent the spread of infectious disease.
	15	

Perinatal		Provide programs for people who are pregnant living in Dane County that give support and information needed to have a healthy pregnancy and healthy baby.
Fetal and Infant Mortality	5	Coordinate a Fetal and Infant Mortality Review (FIMR) process to improve understanding of the conditions that contribute to stillbirth and infant death.
Maternal and Child Health	10	Address barriers women face in their decision, ability, and desire to breastfeed in order to provide equal opportunities for everyone to live the healthiest life possible.
Community Based Public Health Nursing Team	5	Partnership between Dane County Human Services and Public Health that entails the placement of three public health nurses into various Joining Forces for Families (JFF) offices throughout the county to be rooted in community engagement, strengthen linkages between available services and infuse more data and evaluation into practice.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
 The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
6100	Revenue	\$25,000	HIV

Insert item

Explain the assumptions behind the change to budgeted revenue.
 We were notified that we will be receiving additional funding from the Wisconsin Department of Health Services for HIV Prevention and Linkages to Care and HIV Prevention.

What is the justification behind the proposed change?

This funding is to support counseling and partner referral services within the HIV program.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select... ▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Community Health services vary greatly including programs (Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Wisconsin Well Woman Program, Nurse Family Partnership (NFP), etc) that require certain criteria to be met (income eligibility, etc). Other services are state mandated and follow medical or statute based guidelines. Programs regularly review data and survey results to adapt program services to meet the needs of the community. Services implemented are labor intensive, so a lack of additional resources makes it difficult to fully address inequities

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Community health services vary greatly. WIC and NFP programs are income based and have other criteria that must be met, while communicable disease follow-up is for all residents. The Sexual and Reproductive Health clinic is open to all, but our intention is to provide services to those experiencing greater disparities.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We collect demographic data on all of our services. some of our services conduct routine surveys to improve access and inclusivity.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have a variety of community partners across programs that are represented in this service. Some partnerships are formal with direct goals of influencing the delivery of services, for example the Community Advisory Board for the NFP program is made up of former program participants who provide direction to program activities.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Historically, Wisconsin is among the states with the lowest investment into public health initiatives and the workforce. Over 90% of staff in the Community Health Division are delivering services to the community with their full-time status. State funding is often distributed at a set amount, determined by population, rather than volume of services implemented. Therefore, an increase in demand in services does not necessarily yield an increase in funding from the state or local sources. The Public Health Industry, Dane County Community and stakeholders continue to demand an increase in services with both the volume and expanse of work. With limited additional resources funding public health, the demand often results in staff burnout. Staff have data, education and training that supports systems change to address inequities and improve health outcomes but are often have limited time to strategically and systematically translate this awareness into action because the demand for service delivery is too high. Additionally, the pandemic has placed further strain on the community, resulting in an even further increased demand for public health services as well as staff having to address more challenges that clients and the community face. Through this next year we will be assessing the impact on the demand for public health resources to assure our ability to continue to maintain a high level and quality of services.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We engage with our stakeholders in a variety of ways--meetings, newsletters, workgroups, outreach, and presentations.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Emergency Response Planning

SERVICE NUMBER:

325

SERVICE DESCRIPTION:

This service plans for and implements response activities during an emergency or disaster using existing emergency operations, plans, procedures, guidelines, resources, assets and incident management systems. The service coordinates trainings and exercises and disseminates information to the public and incident management responders in the case of a public health emergency using a whole community approach. COVID response efforts, including contact tracing and community testing, are managed by this service.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$265,344	\$224,801	\$11,168,374	\$1,002,224	\$1,002,224	\$304,482
Total	\$265,344	\$224,801	\$11,168,374	\$1,002,224	\$1,002,224	\$304,482
<i>Budget by Major</i>						
Revenue	(\$355,774)	(\$242,590)	(\$11,186,163)	(\$242,590)	(\$242,590)	(\$242,590)
Personnel	\$158,180	\$154,303	\$9,002,344	\$945,593	\$945,593	\$225,102
Non-Personnel	\$107,164	\$70,498	\$2,166,030	\$56,631	\$56,631	\$79,380
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	(\$90,430)	(\$17,789)	(\$17,789)	\$759,634	\$759,634	\$61,892
FTEs		0.00		0.00	0.00	1.80

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

This service is funded by a federal preparedness grant administered by the Wisconsin Department of Health Services to modify emergency plans, coordinate trainings and exercises, and disseminate information to the public and incident management responders in the case of a public health emergency using a whole community approach.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Emergency Plan and Policy Creation	30	Create and update mass care, medical countermeasure dispensing and administration, medical material management and distribution, and medical surge plans.
Emergency Response Training and Exercises	30	Participate in exercises and trainings with community partners and hold exercises for Public Health staff to test response plans
Risk Communications Planning and Response	25	Coordinate and disseminate information to the public regarding emergency response.
Coordinate with Community Agencies/Businesses	15	Work with businesses and community partners to leverage their resources in an emergency response to improve overall response to the entire community.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

These changes reallocate eight positions created in the 2021 Budget for COVID-19 response to other services within the organization.

What is the justification behind the allocation change?

As PHMDC continues to respond to COVID-19 in our community, the re-allocation of positions allows for a integrated and sustained response.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is internally and externally facing and directly benefits the residents of Madison and Dane County by assuring PHMDC and surrounding partners are adequately prepared with the tools, training and supplies needed to face a public health emergency.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All residents of Madison and Dane County directly benefit from the services that ensure we are properly prepared to respond to a public health emergency. There are opportunities to ensure the emergency operation plans account for and serve all residents regardless of socioeconomic status, or ability.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This service affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized by providing resources to prepare these communities for emergencies and ensuring that they are accounted for and considered in emergency response plans. This includes tailoring plans to be culturally responsive and specific to needs they may have during an emergency.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Government agencies, healthcare systems and community-based organizations are working on issues directly related to public health preparedness and response. We have incorporated our partners into our development process, where they aid us in building and executing plans for response.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

To our knowledge this service does not harm specific population or communities. With additional resources there is opportunity to enhance culturally responsive programming.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We plan to communicate with our stakeholders via meetings, engagements sessions, planning efforts, and response drills and activities.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$1,067,700

What is the proposed reduction to this service's budget? \$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<small>Insert item</small>		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Environmental Protection

SERVICE NUMBER:

324

SERVICE DESCRIPTION:

This service protects environmental health. The goals of the service are the prevention of groundwater contamination by improperly installed, abandoned or neglected wells and private waste water treatment systems in Dane County and clean up and prevention of human health hazards such as household hygiene, mold, lead and radon.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$945,508	\$1,120,924	\$1,424,600	\$1,130,770	\$1,134,773	\$938,769
<i>Total</i>	<i>\$945,508</i>	<i>\$1,120,924</i>	<i>\$1,424,600</i>	<i>\$1,130,770</i>	<i>\$1,134,773</i>	<i>\$938,769</i>
<i>Budget by Major</i>						
Revenue	(\$2,153,536)	(\$761,412)	(\$1,065,088)	(\$761,412)	(\$761,412)	(\$761,412)
Personnel	\$862,265	\$1,040,952	\$576,199	\$1,040,952	\$1,040,952	\$870,968
Non-Personnel	\$83,243	\$79,972	\$848,401	\$89,818	\$93,821	\$67,802
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>(\$1,208,028)</i>	<i>\$359,512</i>	<i>\$359,512</i>	<i>\$369,358</i>	<i>\$373,361</i>	<i>\$177,358</i>
FTEs		0.00		0.00	0.00	7.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The goals of the service are the prevention of groundwater contamination by improperly installed, abandoned or neglected wells and private waste water treatment systems in Dane County and clean up and prevention of human health hazards such as household hygiene, mold, lead and radon.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Sanitary Permit Review and Inspection	45	Review permits and perform onsite inspections to ensure systems are built to comply with state laws.
Onsite Soil Test	15	Perform onsite evaluation and review of soil test reports to confirm proper waste water disposal for the site.
Well Location Permitting and Inspection	10	Review permits and perform onsite inspections to ensure wells are constructed in appropriate locations and follow-up on complaints of unused or contaminated wells that require abandonment.
Transient Non-community Well Regulation	20	Inspect wells and monitor private wells that serve the community through churches, commercial establishments, and other public facilities.
Environmental Nuisance and Hazardous Materials Investigation	10	Investigate childhood lead hazard investigations, household hygiene, mold, indoor air quality, etc.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No service level impacts. The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is for the protection of health and safety of residents of our community through monitoring, regulating and addressing environmental and human health hazards. BIPOC individuals, individuals with lower incomes, and people otherwise marginalized are often disproportionately impacted by environmental and human health hazards. New ways to approach service delivery for increased equitable outcomes are considered when possible. By incorporating environmental justice and stronger community collaboration, more equitable distribution of services may be realized.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

This service directly benefits residents in our community, including BIPOC, lower income and otherwise marginalized people. Health risks are attributable to the social and environmental determinants of health, therefore, this service directly supports those most vulnerable and disproportionately impacted.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Data on race and ethnicity related to hazardous exposures is being collected and used to increase equitable delivery of services and address service gaps. Staff accept and respond to suggestions from community members and work to address problems and concerns as it relates to environmental hazards and risks. Local environmental justice partners provide perspectives to inequities of emerging and existing environmental hazards in our community.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This service works with state and local organizations and academic partners whenever possible. Discussions related to equity and the connection to social and environmental determinants of health are encouraged for providing new perspectives and ways to improve service. Recommendations for improving service delivery for more equitable outcomes continues to be explored and considered whenever possible.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

To our knowledge, maintaining the current budget does not harm any specific population or community. With additional resources, there is opportunity to provide more equitable services.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will seek out input from our community partners and listen to comments and concerns from the people that we serve to better understand any unintended impacts of this program.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service

activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable

funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Laboratory

SERVICE NUMBER:

327

SERVICE DESCRIPTION:

This service provides sample collection, analysis, interpretation and advice on environmental sample quality; responds to environmental spills and hazardous materials releases; and collaborates with other municipal, state and federal agencies on environmental projects. The goal of the service is prevention of waterborne illness due to surface water contamination, identifying sources of contamination and trends that will impact human health, and prevention of illegal discharge of harmful substances.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$852,792	\$526,995	\$683,877	\$542,403	\$542,403	\$606,220
Total	\$852,792	\$526,995	\$683,877	\$542,403	\$542,403	\$606,220
<i>Budget by Major</i>						
Revenue	(\$343,049)	(\$100,900)	(\$257,782)	(\$100,900)	(\$100,900)	(\$100,900)
Personnel	\$631,923	\$410,583	\$424,231	\$410,583	\$410,583	\$473,522
Non-Personnel	\$220,870	\$116,412	\$258,110	\$131,820	\$131,820	\$132,698
Agency Billings	\$0	\$0	\$1,536	\$0	\$0	\$0
Total	\$509,744	\$426,095	\$426,095	\$441,503	\$441,503	\$505,320
FTEs		0.00		0.00	0.00	4.20

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The goal of the service is prevention of waterborne illness due to surface water contamination, identifying sources of contamination and trends that will impact human health, and prevention of illegal discharge of harmful substances.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Water Sampling	50	Sample and analyze private water well samples, sample public water, sample and monitor beaches.
Illicit Discharge Detection and Elimination Program	25	Monitor and sample outfalls and elimination of illicit discharges.
Hazardous Spills/Application Follow-up	25	Respond to complaints of hazardous spills, PAH applications, and sales/use of phosphorus containing materials.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No service level impacts. The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized

(because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is for the prevention of waterborne illness and prevention of illegal discharge of harmful substances. This service supports BIPOC, lower income and otherwise marginalized people in our community through monitoring, surveillance, and prevention of waterborne illness and illegal discharge of harmful substances. By incorporating environmental justice and stronger community collaboration, more equitable distribution of services may be realized.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The residents of Madison & Dane County directly benefit from these services for the assurance of clean drinking water, prevention of hazardous spills, and monitoring of beach water quality. The data from this service provides information for improving the equitable delivery of services and for addressing service gaps.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Currently, this service responds to comments and suggestions from members of the community. We are exploring ways to incorporate social and racial justice analyses within the context of this service, for the inclusion of perspectives from BIPOC, lower income and other marginalized people in our community.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This service works directly with Water Utility, Public Works/Engineering, and many other agencies within municipal and county government. Other partners are included to provide feedback and perspectives for address service issues including but not limited to private organizations (Clean Lakes Alliance) and academic institutions (UW – Madison) and local citizens for varied perspectives.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

To our knowledge, maintaining the current budget does not harm any specific population or community. With additional resources, there is opportunity to provide more equitable outreach.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will listen to comments and concerns from residents of the community to better understand any unintended impacts of this program. We will regularly seek out input from our stakeholders and community partners through meetings, outreach, and facilitated engagement processes for increasing input into our decision-making.

2. Is the proposed budget or budget change related to a recommendation from any of the City’s teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$1,067,700

What is the proposed reduction to this service's budget? \$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Licensed Establishments

SERVICE NUMBER:

326

SERVICE DESCRIPTION:

This service licenses, educates, consults, regulates and inspects all restaurants, retail food stores, school food programs, public pools, hotels, motels, Bed and Breakfasts, short term rentals, recreational-educational camps, campgrounds, body art establishments, beaches and mobile home parks in Madison and Dane County. The goal of this service is prevention of foodborne and other communicable disease outbreaks.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,537,941	\$2,326,624	\$2,139,904	\$2,094,289	\$2,094,289	\$2,125,315
Total	\$2,537,941	\$2,326,624	\$2,139,904	\$2,094,289	\$2,094,289	\$2,125,315
<i>Budget by Major</i>						
Revenue	(\$2,815,594)	(\$2,368,193)	(\$2,181,473)	(\$2,038,593)	(\$2,038,593)	(\$2,038,593)
Personnel	\$1,834,577	\$2,192,681	\$978,618	\$1,961,066	\$1,961,066	\$1,975,762
Non-Personnel	\$703,365	\$133,943	\$1,161,286	\$133,223	\$133,223	\$149,553
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	(\$277,652)	(\$41,569)	(\$41,569)	\$55,696	\$55,696	\$86,722
FTEs		0.00		2.00	2.00	16.50

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The goal of this service is prevention of foodborne and other communicable disease outbreaks.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Food Program	80	Licensing, regulation and enforcement for all restaurant and retail food establishments. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Pool Program	10	Licensing, regulation and enforcement of all public pools. Includes sampling and testing of pool water. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Lodging Program	5	Licensing, regulation and enforcement for hotels, motels, bed and breakfast, and tourist rooming houses. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Tattoo and Body Piercing	2.5	Licensing, regulation and enforcement for tattoo and body piercing establishments. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.

Licensed Establishment Other

2.5

Licensing and regulation for campgrounds, recreational and educational camps, manufactured home parks and beaches. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
No service level impacts.

The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is state mandated for the protection of public health and safety at licensed establishments. Recognizing the disproportionate impact of COVID-19 within this industry, this proposed budget is maintaining the 2019 fee schedule for supporting a more equitable and just recovery. Current data shows that license numbers have been increasing, despite the pandemic. This growth places workload demands onto staff beyond the agent contract's recommended facility to inspector ratio and does not allow for a more equitable delivery of services. Services are performed annually and the data collected analyzed. From the data analysis, service gaps and intervention strategies are proposed. New ways to approach program work for increasing equitable outcomes are considered whenever possible.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

This service directly benefits all licensed establishment operators by retaining the 2019 licensing fees schedule. The community directly benefits by ensuring public safety and health in all licensed facilities. Maintaining the current fee schedule does not allow for increasing the staff footprint to match the increasing number of licensed establishments in the community. There are opportunities to collect information and data to better serve our BIPOC, lower income operators, or operators who are otherwise marginalized.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Currently, staff respond to all inquiries and complaints to address related health and safety issues in all licensable facilities. This service supports BIPOC operators and operators with economic instability, or who are otherwise marginalized, by providing additional public health and safety consultation and education as needed. Service surveys are being implemented to collect operator feedback and to identify perspectives of those disproportionately impacted. Research is underway for demographic data on our operators for more equitable provision of service.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This program works directly with the Board of Health, Building, Zoning, Parks, local business owners, event coordinators, local law enforcement, the Safe Food Advisory Committee and non-profit organizations that are concerned about food safety and health in licensed facilities. Discussions related to health equity have occurred leading to the implementation of interventions for improved service. Recently, a more equitable inspection fee was implemented, and uses a sliding scale based on operator gross sales. From direct operator feedback, licensing and educational resources have been translated into different languages and made available through various sources. New ways to approach program work for increasing equitable outcomes are continuing to be explored and considered whenever possible.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

To our knowledge, maintaining the current budget does not directly harm any specific population or community. Currently, the imbalanced facility to inspector ratio may harm operators who may need additional service support. With additional capacity, there is opportunity to provide more equitable outreach and service.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will seek out feedback from our operators, Board of Health, the Safe Food Advisory Committee, and our community. We will listen to the concerns from the licensed operators we serve to increase our understanding of the unintended impacts and opportunities for improved service.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,067,700

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	<input type="text"/>
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	<input type="text"/>

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

VZ 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Policy Planning and Evaluation

SERVICE NUMBER:

328

SERVICE DESCRIPTION:

This service provides program planning, surveillance and analysis, research, and evaluation and is the de facto technical assistance branch of Public Health. The goal of this service is to ensure that Public Health has the information and support needed to guide its work.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,662,954	\$2,560,955	\$3,078,881	\$2,892,220	\$2,892,220	\$3,267,868
Total	\$2,662,954	\$2,560,955	\$3,078,881	\$2,892,220	\$2,892,220	\$3,267,868
<i>Budget by Major</i>						
Revenue	(\$1,211,195)	(\$281,911)	(\$799,837)	(\$458,914)	(\$458,914)	(\$380,211)
Personnel	\$2,057,566	\$2,284,362	\$946,586	\$2,613,637	\$2,613,637	\$2,977,654
Non-Personnel	\$605,388	\$276,593	\$2,132,295	\$278,583	\$278,583	\$290,213
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,451,759	\$2,279,044	\$2,279,044	\$2,433,306	\$2,433,306	\$2,887,656
FTEs		0.00		0.00	0.00	25.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

The goal of this service is to ensure that Public Health has the information and support needed to guide its work.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Policy Analysis/Planning/Evaluation	20	Provide policy analysis and position statement support, program planning and coordination, and evaluation services to Public Health staff, other government entities and community stakeholders.
Data Collection and Analysis	20	Collect, analyze, and communicate health-related data to assess community health status, track trends, prevent diseases, and inform policies and programs to improve health.
Community Health Assessment/Health Improvement Plan	20	Gather input from community on health issues, analyze health data, and prioritize health issues to guide development of a Community Health Improvement Plan (CHIP).
Opioid/Violence Prevention	20	Remove silos and bring together the strengths of stakeholders with both lived experience and content expertise to move towards systems-level change and improved health outcomes.
Accreditation	20	Standardize procedures and protocols within Public Health to align with best practices around the planning, implementation, and evaluation of public health programs and policies to support the health, wellbeing, and safety of Dane County residents.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No service level impacts. The change in salaries is due to updated estimates from the County and reallocating across org codes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
6100	Revenue	\$13,300	Overdose Data to Action

Insert item

Explain the assumptions behind the change to budgeted revenue.

We were notified that we will be receiving additional funding from the Wisconsin Department of Health Services through the Overdose Data to Action (OD2A) Community Prevention Grant.

What is the justification behind the proposed change?

The goal of OD2A is to strengthen and enhance the capacity of communities to prevent morbidity and mortality associated with opioid overdoses.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

This service is both internally and externally facing and supports service delivery across Public Health Madison & Dane County and the community with timely, accurate, user-friendly information for public health surveillance, policy development, program guidance, and community development. This service also supports the community health assessment and community health improvement plan (CHA/CHIP), substance use prevention programming, and violence prevention programming. BIPOC individuals, individuals with lower incomes, people otherwise marginalized are often disproportionately impacted by the issues this service addresses.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All members of the community benefit from the services and programs of policy, planning and evaluation. We provide data, planning and evaluation tools to aid in the development and delivery of services critical to our community.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have data that supports the understanding of how BIPOC individuals and communities are disproportionately impacted by health disparities present in Madison and Dane County. Our data encompasses both quantitative and qualitative and contains the feedback and perspectives of those most impacted. For example, we conduct our community health assessment process and use population statistics data coupled with data and perspectives from residents to inform what the health priorities are for our community.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

PHMDC works with a variety of community partners who are affected by, and care about issues related to our programs and service areas. We work with governmental partners, community based organizations and healthcare providers. We seek the perspectives, feedback and input in a variety of ways through engagement processes to ensure that we incorporate the voices of those most impacted and/or invested.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

To our knowledge, the budget does not potentially harm populations or communities.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to communicate with our stakeholders by conducting community and stakeholder engagement processes, and allowing our stakeholders to have input into our decision making process. This includes the use of newsletters, meetings, workgroups, and other communication methods to reach our intended audience.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,067,773

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

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

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

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

Sewer**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Sewer Utility	43,018,324	46,176,529	44,424,661	51,329,180	51,469,774	49,553,720
TOTAL	\$ 43,018,324	\$ 46,176,529	\$ 44,424,661	\$ 51,329,180	\$ 51,469,774	\$ 49,553,720

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Sewer Engineering & Admin	13,997,179	14,377,990	14,967,087	16,662,587	16,835,653	15,264,228
Sewer Operations	29,021,144	31,798,539	29,457,575	34,666,593	34,634,121	34,289,492
TOTAL	\$ 43,018,324	\$ 46,176,529	\$ 44,424,661	\$ 51,329,180	\$ 51,469,774	\$ 49,553,720

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(104,339)	(98,270)	(116,482)	(78,030)	(78,030)	-
Charges For Services	(40,800,885)	(44,658,550)	(43,262,725)	(49,346,360)	(49,346,360)	(48,274,080)
Licenses & Permits	(52,694)	(30,200)	(16,421)	(51,600)	(51,600)	(51,600)
Fine & Forfeiture	(1,110,286)	(620,000)	(444,145)	(1,070,000)	(1,070,000)	(920,000)
Investments & Other Contributions	(662,476)	(450,000)	(260,387)	(650,000)	(650,000)	(170,000)
Misc Revenue	(20,471)	(1,290)	(1,394)	(1,390)	(1,390)	(1,390)
Other Financing Source	(214,864)	(318,219)	(292,084)	(131,800)	(272,394)	(136,650)
Transfer In	(52,308)	-	(31,024)	-	-	-
TOTAL	\$ (43,018,324)	\$ (46,176,529)	\$ (44,424,661)	\$ (51,329,180)	\$ (51,469,774)	\$ (49,553,720)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	3,019,612	3,539,574	3,036,141	3,406,042	3,416,868	3,235,948
Benefits	1,438,261	1,401,922	993,954	1,635,252	1,618,208	1,516,489
Supplies	509,491	529,500	221,191	504,660	504,660	506,450
Purchased Services	26,024,670	28,239,857	30,366,622	31,404,396	31,394,733	30,999,974
Debt & Other Financing	9,124,317	9,360,621	6,950,917	10,327,585	10,327,585	8,853,576
Inter Depart Charges	3,171,718	3,539,055	3,124,985	3,034,245	3,190,720	3,410,283
Inter Depart Billing	(472,756)	(444,000)	(458,523)	(483,000)	(483,000)	(495,000)
Transfer Out	203,010	10,000	189,375	1,500,000	1,500,000	1,526,000
TOTAL	\$ 43,018,324	\$ 46,176,529	\$ 44,424,661	\$ 51,329,180	\$ 51,469,774	\$ 49,553,720



Department of Public Works
Engineering Division
Robert F. Phillips, P.E., City Engineer
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Madison, Wisconsin 53703
Phone: (608) 266-4751
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www.cityofmadison.com/engineering

Deputy City Engineer
Gregory T. Fries, P.E.
Deputy Division Manager
Kathleen M. Cryan
Principal Engineer 2
John S. Fahrney, P.E.
Christopher J. Petykowski, P.E.
Janet Schmidt, P.E.
Principal Engineer 1
Christina M. Bachmann, P.E.
Mark D. Moder, P.E.
James M. Wolfe, P.E.
Facilities & Sustainability
Bryan Cooper, Principal Architect
Land Information & Official Map Manager
Eric T. Pederson, P.S.
Financial Manager
Steven B. Danner-Rivers

**To: Mayor Satya Rhodes-Conway
Dave Schmiedicke, Finance Director**

From: Robert F Phillips P.E., City Engineer

Date: July 9, 2021

Subject: Sewer Utility 2022 Operating Budget

The Engineering Division is pleased to submit our 2022 Operating Budget for the Sewer Utility, a utility funded entirely through user fees.

Major Goals

The primary objective of the City of Madison’s Sewer Utility is to safely convey wastewater to the Nine Springs Wastewater Treatment Plant. This requires a combination of design, construction and maintenance of our system of sewers and lift stations. Through our activities, infiltration is reduced, pipes in poor condition are repaired or replaced, pipes are cleaned on a regular schedule, and problematic sections of pipes are maintained more frequently. The result has been a reliable system with a record low number of sewer backups.

In addition to the routine activities associated with running the Sewer Utility, specific 2022 initiatives include the following:

- The sewer capacity model for the high residential growth areas downtown including the UW campus area and the isthmus area east of the Capitol and west of the Yahara River was delayed due to the pandemic but will continue in 2022.
- The Utility will continue to study drainage areas that have a history of excessive clear water infiltrating into the sewer system during severe rain events. Current areas of concern include the area draining to the Mid Town Lift station near Hawks Landing, the area draining to the Madison Metropolitan Sewerage District (MMSD) Lift Station located on Johns Street at Sargent Street, and the area draining to the City’s Truax Lift Station located on Anderson Street near Grimm Street. The Utility also intends to initiate a study for the City of Madison sewers that drain to John Q Hammons Drive at the Madison City limits. The City intends to transfer the sewer located at the City limits across the Madison Marriot hotel parking lot to MMSD but we are looking to confirm that the basin is not prone infiltration prior to the transfer.
- The sewer lining program is our most cost effective rehabilitation method for sanitary sewer. The Utility will be evaluating the program and newer technology now available including ultraviolet curing of the liner. A modification of the program may result.

COVID Recovery

The Sewer Utility was not significantly impacted by the pandemic.

2022 Request & Equity

Reliable sanitary sewer service is essential to protecting public health. Sewer repair and maintenance is based on pipe/pump station condition, history of clogging, and other needs to assure this service is provided equitably.

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

2022 Request & Sustainability

More frequent intense storms from climate change impact the sewer utility. High ground water levels, high lake levels and flooding are common in Madison and elsewhere today. When storm water enters the sanitary sewer system, treatment costs increase. Sewer Utility staff are constantly monitoring the system to help determine where the greatest needs are. The Sewer Utility's increased use of trenchless methods of repair and rehabilitation where feasible is a triple win – it's less expensive than traditional open cut methods of construction, it's faster and less disruptive to our residents and businesses, and it has a significantly lower carbon footprint than traditional open cut methods of construction. Our staff are continually researching new materials and methods to reduce our impact on the environment.

Major Changes in the 2022 Operating Request

None.

Summary of Reductions

None.

Optional Supplemental Request

None.

Impact on rates

The Sewer Utility anticipates a 5% rate increase. The higher rate is due primarily to anticipated increases in charges from the Madison Metropolitan Sewerage District (74% of increase) and diminishing interest gained on reserves due to lower yields (21% of increase).

cc: Katie Crawley, Deputy Mayor
Christine Koh, Budget and Program Evaluation Manager
Stephanie Mabrey, Budget Analyst
Steve Danner-Rivers, Engineering Finance Manager
Kathy Cryan, Deputy Division Manager
Greg Fries, Deputy City Engineer

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Sewer Utility

SELECT YOUR AGENCY'S SERVICE:

Sewer Engineering & Admin

SERVICE NUMBER:

831

SERVICE DESCRIPTION:

This service is responsible for (1) the inspection, design, evaluation, and construction of the City's sewer collection system, (2) reviewing and inspecting permits related to sanitary sewer system excavation and plugging, and (3) collection of sewer area connection fees as well as impact fees related to municipal sewer improvements. The goal of this service is to centrally plan and monitor the City's sewer system.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$6,518,602	\$14,377,990	\$14,967,087	\$16,662,587	\$16,835,653	\$15,264,228
<i>Total</i>	<i>\$6,518,602</i>	<i>\$14,377,990</i>	<i>\$14,967,087</i>	<i>\$16,662,587</i>	<i>\$16,835,653</i>	<i>\$15,264,228</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,730,261	\$1,959,356	\$1,264,601	\$2,071,665	\$2,090,125	\$1,901,076
Non-Personnel	\$2,453,753	\$9,921,836	\$11,284,459	\$12,408,677	\$12,406,808	\$10,814,794
Agency Billings	\$2,334,588	\$2,496,798	\$2,418,026	\$2,182,245	\$2,338,720	\$2,548,358
<i>Total</i>	<i>\$6,518,602</i>	<i>\$14,377,990</i>	<i>\$14,967,086</i>	<i>\$16,662,587</i>	<i>\$16,835,653</i>	<i>\$15,264,228</i>
FTEs		13.77		13.77	13.77	12.57

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Green & Resilient - The Sewer Utility is a leader in stewardship of our water resources. We are committed to eliminating preventable sewer back up and sanitary sewer overflow to protect the public health and environment.

Effective Government - The Sewer Utility provides efficient and reliable service that supports all Madison residents and businesses. We collaborate with the Wisconsin Department of Natural Resources, Madison Metropolitan Sewerage District, private developers, and other stakeholders to improve efficient and achieve our shared goals.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Utility Management and Administration	30	Plan, direct, and implement sanitary sewer infrastructure design, construction, operations, and maintenance. Provide technical engineering advice and recommendations to City officials. Oversee Utility personnel, budgeting, financial management, asset management, permitting, public information and community engagement, interdepartmental planning and coordination, Board and Commission support, and related administrative and technical activities.
Design	20	Planning, design and project management for new and replacement or rehabilitation of aging sanitary sewer infrastructure.
Construction Inspection	45	

Manage sanitary sewer construction of Public Works projects to assure construction complies with plans and specifications. Oversee day-to-day construction activities from pre-bid meeting to warranty closeout. Review and respond to RFIs and change order requests. Track quantities and authorize partial and final payments. Prepare as-builts. Perform preliminary surveys, construction staking, and as-built surveys.

GIS

5

Create and maintain sanitary sewer infrastructure assets (e.g. pipes, structures, laterals, lift stations, etc.) in GIS for asset and work order management.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	8300	(\$105,506)	Reallocation of Permanent Wages Across Funds
Benefits	8300	(\$59,347)	Fringe Benefits Changes due to Reallocations
Total		(\$164,853)	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	2110	\$12,550	Hourly Wages
Total		\$12,550	

Explain the assumptions behind the requested funding.

Projected needs

What is the justification behind the increased funding?

Reflective of analysis of seasonals for various services.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
2110	4****	(\$1,565,805)	Federal Rebate, Customer Revenue, Interest Income

Explain the assumptions behind the change to budgeted revenue.

Revenue projections

What is the justification behind the proposed change?

CTC revenue was higher than what 2021 Revised Budget had after setting the 2021 rates so overall reduction vs CTC even though actually a 5% rate increase.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
2110	57xxx	\$101,214	Inter-D from Fleet Services

Explain the assumptions behind the requested funding.

Based on recent experience

What is the justification behind the increased funding?

Inter-D Budget for Fleet Services in CTC not reflective of recent experience

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

A properly functioning sewer system with adequate capacity to handle connected flows is essential to preventing public health hazards and protecting the environment. The proposed budget allows us to assure that our wastewater collections system has adequate capacity to handle new connections and that aging infrastructure is regularly replaced to provide reliable and affordable sewer service to all members of our community.

The City’s proactive approach to capacity assurance, replacement of aging infrastructure, and preventive maintenance combine to provide a system that experiences a very low rate of sewer overflow and backups. The majority of basement back ups that homeowners experience are caused by problems in the private sewer lateral. Sewer backups are expensive to recover from and pose potential health hazards to residents. Climate change has led to an increase in the frequency and intensity of wet weather events. These events can overload the system and cause basement backups in homes that are not equipped with a Backwater Valve (BWV). In response we have implemented a BWV Reimbursement program to incentivize homeowner’s to install BWVs to protect their homes from basement backups. This program was publicized via a press release, social media, and our website. Additionally, we sent a postcard to 1- and 2-family home owners in environmental justice areas.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Access to reliable sewer service is an essential, basic service which benefits all members of our community.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All homes and businesses located within the City of Madison are connected to the City’s sewer system.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All members of the community use and are impacted by the City’s sewer system. Project information meetings are held in advance of projects to provide for community input.

Wisconsin DNR, Madison Metropolitan Sewerage District(MMSD), Capital Area Regional Planning Commission(CARPC), and City Planning all provide input for planned sewer project whether it is a new facility or a replacement of a facility. City Planning and City Engineering work closely together when neighborhood plans are prepared for both city expansion and areas planned for redevelopment.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an “action” and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Each year a brochure is included with a municipal services bill to all customers. This brochure provides information on recommended maintenance for homeowner's backwater valve and recommended cleaning of the sewer lateral. City Engineering's website has an educational component that provides information to our customers about the City's sewer collection system, our maintenance efforts (cleaning, televising, and repair work) and what can and cannot be flushed. Social media, press releases and mailers are done to alert the community of planned projects or problems with the sewer system. Problems can be Sanitary Sewer Overflows (SSOs), excessive grease in the sewer, sanitary wipes causing problems at a pumping station, repair work. Project Information Meetings (P.I.M) are used to provide details about the planned project while also receiving input from the community in the immediate area of a project prior to bidding out the work.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Sewer Utility

SELECT YOUR AGENCY'S SERVICE:

Sewer Operations

SERVICE NUMBER:

832

SERVICE DESCRIPTION:

This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of nearly 800 miles of sanitary sewer mains connected by more than 19,000 sanitary access structures. This system is supported by 30 pumping stations and transports 26.5 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP). The goal of this service is to eliminate preventable main backups and overflows and convey wastewater to the WWTP with minimum inflow, infiltration, and exfiltration to prevent public health hazards and protect the environment.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$29,021,144	\$31,798,539	\$29,457,575	\$34,666,593	\$34,634,121	\$34,289,492
<i>Total</i>	<i>\$29,021,144</i>	<i>\$31,798,539</i>	<i>\$29,457,575</i>	<i>\$34,666,593</i>	<i>\$34,634,121</i>	<i>\$34,289,492</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$2,727,612	\$2,982,140	\$2,765,494	\$2,969,629	\$2,944,951	\$2,851,361
Non-Personnel	\$25,929,159	\$28,218,142	\$26,443,646	\$31,327,964	\$31,320,170	\$31,071,206
Agency Billings	\$364,374	\$598,257	\$248,435	\$369,000	\$369,000	\$366,925
<i>Total</i>	<i>\$29,021,145</i>	<i>\$31,798,539</i>	<i>\$29,457,575</i>	<i>\$34,666,593</i>	<i>\$34,634,121</i>	<i>\$34,289,492</i>
FTEs		30.30		30.30	30.30	29.05

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Protect public health and the environment by eliminating preventable sewer back ups and overflows.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Preventive Maintenance	50	Scheduled sewer main cleaning to maintain existing system functionality and eliminate preventable sewer main backups.
Repair	20	Open cut and trenchless pipe and structure repairs to maintain existing system functionality, reduce I&I, and extend useful life.
Inspection and Condition Assessment	20	Internal pipeline and structure inspection to assess condition and develop asset condition rating score. Provide onsite inspection of trenchless rehab projects to assure work is done per plans and specifications to protect ratepayers investment. Perform flow monitoring, smoke testing, and dye testing to support capacity and I&I studies. Perform Q&Q sampling to determine industrial customer billing rates.

Utility Locating	3	Respond to Digger's Hotline requests to locate and mark underground sanitary sewer utilities to prevent damage during excavation.
Contracted Services	3	Provide sewer cleaning and CCTV inspection service for other City agencies and external customers (e.g. Air National Guard, Dane County Landfill, and Madison Metropolitan Sewerage District).
Emergency Response	3	Emergency response to reports of sewer back ups, sanitary sewer overflows, sewer gas odors, missing covers, etc.
Other	1	Respond to calls from residents reporting dead animals in the public right-of-way, sinkholes, etc. Inspect and oversee maintenance of public waste oil sites.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	8300	(\$91,964)	Reallocation of Permanent Wages Across Funds
Benefits	8300	(\$45,403)	Fringe Benefits Changes due to Reallocations
Total		(\$137,367)	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
2110	4xxx	\$350,249	Primarily Customer Revenue

Explain the assumptions behind the change to budgeted revenue.

Increases to offset higher anticipated treatment costs

What is the justification behind the proposed change?

CTC revenue was higher than what 2021 Revised Budget had after setting the 2021 rates so overall reduction vs CTC even though actually a 5% rate increase.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

A properly functioning sewer system with adequate capacity to handle connected flows is essential to preventing public health hazards and protecting the environment. Our mission is to maintain and operate the City's wastewater collection system to provide reliable and affordable sewer service to all members of our community.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

Access to reliable sewer service is an essential, basic service which benefits all members of our community.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All homes and businesses located within the City of Madison are connected to the City's sewer system.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

All members of the community use and are impacted by the City's sewer system.

Because of this, we have worked with a variety of community groups to better our hiring processes. These efforts are ongoing. We have worked with Common Wealth Development, Latino Academy of Workforce Development, Madison Urban League, Operation Fresh Start, WRTP/Big Step to increase our outreach for hiring new employees. Representatives from these organizations have provided invaluable assistance to us by participating on Equitable Hiring Tool teams and interview panels and hosting job fairs and job informational meetings. Their input has resulted in us updating position descriptions, testing and interview processes and increasing our outreach into the community.

d. Does the proposed budget, or budget change from 2021, potentially harm specific

populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No. The city's sanitary sewer system is connected to all addresses in the city, and that access will continue and be maintained under this budget.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We maintain robust communications through a wide variety of channels - website; podcasts; social media; cross-connection and backwater valve inspections as part of BWV reimbursement program; annual mailing of "Preventing Sewer Back Ups" brochure with municipal services bill, phone, and publicly accessible counters.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Stormwater**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Stormwater Utility	18,804,773	19,737,960	25,977,905	19,984,216	21,513,932	20,555,054
TOTAL	\$ 18,804,773	\$ 19,737,960	\$ 25,977,905	\$ 19,984,216	\$ 21,513,932	\$ 20,555,054

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Stormwater Engineering & Admin	12,326,488	12,637,805	19,175,428	16,030,600	15,795,271	16,520,165
Stormwater Operations	6,478,285	7,100,155	6,802,477	3,953,616	5,718,661	4,034,889
TOTAL	\$ 18,804,773	\$ 19,737,960	\$ 25,977,905	\$ 19,984,216	\$ 21,513,932	\$ 20,555,054

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(23,402)	(5,190)	(6,997)	-	-	-
Charges For Services	(17,252,937)	(19,205,160)	(19,590,676)	(19,098,416)	(19,098,416)	(19,759,274)
Licenses & Permits	(4,500)	(5,000)	(4,500)	(4,500)	(4,500)	(4,500)
Fine & Forfeiture	(655,497)	(190,000)	(1,989,858)	(540,000)	(540,000)	(550,420)
Investments & Other Contributions	(305,667)	(175,000)	(127,861)	(280,000)	(280,000)	(155,000)
Misc Revenue	(1,851)	(640)	(51,327)	(700)	(700)	(750)
Other Financing Source	(202,816)	(156,970)	(3,779,748)	(60,600)	(324,317)	(85,110)
Transfer In	(358,105)	-	(433,674)	-	-	-
TOTAL	\$ (18,804,774)	\$ (19,737,960)	\$ (25,984,641)	\$ (19,984,216)	\$ (20,247,933)	\$ (20,555,054)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	4,615,614	5,220,770	4,981,499	3,583,008	4,833,974	3,523,272
Benefits	1,757,384	1,653,731	1,588,900	1,423,650	1,893,044	1,486,763
Supplies	574,266	606,450	373,597	501,400	501,400	463,800
Purchased Services	2,141,918	2,478,642	4,054,855	2,601,149	2,593,469	2,654,743
Debt & Other Financing	8,293,186	8,358,978	13,416,413	2,577,088	2,307,597	10,750,889
Inter Depart Charges	1,788,466	1,730,889	1,864,478	1,097,267	1,183,794	1,214,587
Inter Depart Billing	(368,764)	(321,500)	(308,037)	(318,500)	(318,500)	(415,000)
Transfer Out	2,704	10,000	6,200	8,519,154	8,519,154	876,000
TOTAL	\$ 18,804,773	\$ 19,737,960	\$ 25,977,905	\$ 19,984,216	\$ 21,513,932	\$ 20,555,054



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Deputy City Engineer
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Deputy Division Manager
Kathleen M. Cryan
Principal Engineer 2
John S. Fahrney, P.E.
Christopher J. Petykowski, P.E.
Janet Schmidt, P.E.
Principal Engineer 1
Christina M. Bachmann, P.E.
Mark D. Moder, P.E.
James M. Wolfe, P.E.
Facilities & Sustainability
Bryan Cooper, Principal Architect
Land Information & Official Map Manager
Eric T. Pederson, P.S.
Financial Manager
Steven B. Danner-Rivers

**To: Mayor Satya Rhodes-Conway
Dave Schmiedicke, Finance Director**

From: Robert F Phillips P.E., City Engineer

Date: July 9, 2021

Subject: Storm Water Utility 2022 Operating Budget

The Engineering Division is pleased to submit our 2022 Operating Budget for the Storm Water Utility (SWU), a utility funded entirely through user fees.

Major Goals

The primary objective of the City of Madison’s SWU is to safely convey storm water, reduce flooding and improve the quality of our lakes and streams. Catch basins and specialized treatment devices are cleaned on a regular basis and ponds, rain gardens, and other best management practices are constructed to reduce total suspended solids (TSS) and phosphorus entering the receiving waters. Greenways are constructed and reconstructed and shorelines are repaired to reduce erosion. Pollinator habitat is created through better greenway and pond maintenance.

The watershed studies are a major focus of the SWU and these efforts will continue in 2022. The studies are intended to identify deficiencies in the current drainage system and identify potential solutions. Currently there are 13 studies that are being conducted both by City staff and consultants. The first rounds of studies and recommendations are in the final stages and moving towards acceptance of the final reports in Q3-Q4 of 2021. In 2021 we have already or are currently studying over half of the City. Goals for the program are to complete the majority of the modeling for the City within the next 4 to 5 years, which will be vital for informing future development and for budgeting and prioritizing the stormwater facility improvements for the next 10 to 15 years.

The Stormwater Utility owns approximately 1,800 acres of land, with 970 acres in native prairie/wetland habitat. The remainder of SWU owned land provides pollinator and wildlife habitat and other ecological services even if it is “marginal” in terms of native plant diversity. We are planning to continue our alternative vegetative maintenance program which uses native prairie plants to promote the growth of pollinator friendly habitat, encourages stormwater infiltration, prevents erosion, and controls noxious weeds and invasive species. The Utility is not able to convert additional existing lands to native prairie with the staff resources we currently have. Additional lands are added each year through new development and these lands are planted with native prairie vegetation.

We are also continuing our efforts to measure sediment deposition in ponds. The data will tell us how fast ponds are filling up. This data will be used for planning and budgeting dredge projects and to meet our EPA and WDNR MS4 permit requirements.

COVID Recovery

The impact of the pandemic on the SWU has not been significant.

2022 Request & Equity

The equity tool is being used to inform our watershed study work and to prioritize improvements. Two separate RESJ analysis have been completed for the Citywide Flood Mitigation Program in the past and a third analysis will be completed to ensure equitable prioritization is being used for flood relief efforts.

Work on the alternative vegetative maintenance program is performed by Operation Fresh Start (OFS) trainees who work with our Greenway Manager to complete enhancement projects on lands operated by the SWU including ponds, greenways, bio-retention basins, rain gardens and swales along bike paths. The work these young people do includes hand weed removal, cutting volunteer invasive shrubs and painting stumps with herbicide to prevent regrowth, planting rain gardens/bio-basins and general clean-up of some of these area. This program is a big win for the City. In addition to the direct benefits of this program, the partnership with OFS has provided Engineering an opportunity to expand its recruitment efforts for new hires and provided a more diverse pool of candidates.

The Greenway Ecology Restoration internship program will continue in 2022. The program hires two recent graduates with environmental management backgrounds as summer interns to assist with managing our greenspaces. These staff have the technical knowledge of plant species and control methods to take on projects in an independent manner. This program has been an unqualified success both at providing significant benefit to the SWU but also in providing an internship to recent graduates looking to move forward in their careers.

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

2022 Request & Sustainability

Much of the work of the Storm Water Utility is geared toward sustainability and resilience. The watershed studies are intended to mitigate the effects of climate change. Vegetation within our greenways and around our ponds is being managed to promote habitat for pollinators through our alternative vegetative maintenance program.

Major Changes in the 2022 Operating Request

No major changes are proposed in the 2022 Operating Budget.

Summary of Reductions

None

Optional Supplemental Request

The Engineering Division has submitted a supplemental request to expand the Stormwater Utility's Alternative Greenway Vegetation Maintenance Program. Division's alternative vegetation maintenance program converts and maintains stormwater lands to native prairie. This program promotes the growth of pollinator friendly habitat, encourages stormwater infiltration, prevents erosion, and controls noxious weeds and invasive species.

This supplemental request would require the creation of 1.0 FTE Conservation Technician and increase the number of hourly greenway restoration ecology interns from two to four. The Conservation Technician position is integral to the continuing success of our alternative greenway vegetation management program.

Currently 970 of 1,800 acres of Stormwater Utility land has been converted to native prairie and managed under this program. Additional hourly greenway restoration ecology interns are required to move forward with converting additional SWU lands to prairie as well as maintain new prairie plantings in ponds and greenways being added to the system. Interns in this program are recent graduates with environmental management backgrounds who have the technical knowledge of plant species and control methods to take on projects in an independent manner. This program has been an unqualified success both at providing significant benefit to the SWU and in providing an internship to recent graduates looking to move forward in their careers. The permanent Conservation Technician position is required to oversee hourly interns in the field.

This supplemental request would be funded by the Stormwater Utility.

Impact on rates

The SWU expects to raise rates 7% due primarily to budgetary changes in fleet rates charged to the utility, diminishing interest gained on reserves due to lower yields and the need to increase reserves to fund a portion of the anticipated capital project expenditures. Funding project expenditures through reserves reduces the amount borrowed.

cc: Christie Baamel, Deputy Mayor
Christine Koh, Budget and Program Evaluation Manager
Stephanie Mabrey, Budget Analyst
Steve Danner-Rivers, Engineering Finance Manager
Kathy Cryan, Deputy Division Manager
Greg Fries, Deputy City Engineer

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Stormwater Utility

SELECT YOUR AGENCY'S SERVICE:

Stormwater Engineering & Admin

SERVICE NUMBER:

841

SERVICE DESCRIPTION:

The Stormwater Utility provides services for design, review, construction, and maintenance of a storm system including storm sewer pipe, open channel systems and ponds, which are responsible for reducing flooding, improving the water quality of the lakes and waterways, and complying with the Wisconsin Pollutant Discharge Elimination System discharge permit. The goals of the agency include reducing the total suspended solids and total phosphorous within the City's stormwater runoff by working with neighboring municipalities, regulatory agencies, and public watershed organizations.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$5,335,061	\$12,637,805	\$19,175,428	\$16,030,600	\$15,795,271	\$16,520,165
Total	\$5,335,061	\$12,637,805	\$19,175,428	\$16,030,600	\$15,795,271	\$16,520,165
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$2,099,903	\$2,328,342	\$2,037,035	\$2,638,175	\$2,588,317	\$2,687,161
Non-Personnel	\$2,928,899	\$10,149,395	\$16,685,432	\$13,169,058	\$12,897,060	\$13,558,332
Agency Billings	\$306,258	\$160,068	\$452,961	\$223,367	\$309,894	\$274,672
Total	\$5,335,060	\$12,637,805	\$19,175,428	\$16,030,600	\$15,795,271	\$16,520,165
FTEs		20.11		20.12	19.12	18.87

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Green & Resilient - The Stormwater Utility is a leader in stewardship of our water resources. We have adopted a watershed management strategy in which green infrastructure plays an integral role in our flood mitigation and resiliency efforts while improving water quality.

Effective Government - The Stormwater Utility provides efficient and reliable service that supports all Madison residents and businesses. We are a member of the Madison Area Stormwater Partnership (MAMSWaP). This group, comprised of 21 central Dane County municipalities, Dane County, and UW-Madison, works together to promote practices that reduce and improve stormwater runoff into Dane County lakes, rivers, and streams.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Utility Management and Administration	20	Plan, direct, and implement stormwater infrastructure design, construction, operations, and maintenance. Provide technical engineering advice and recommendations to City officials. Oversee Utility personnel, budgeting, financial management, asset management, permitting, public information and community engagement, interdepartmental planning and coordination, Board and Commission support, and related administrative and technical activities.
Flood Mitigation and Resiliency	40	Watershed study management including data collection, modeling, and the development and prioritization of engineering solutions. Green infrastructure research, design, and management.

		Public information and outreach to engage community members.
Design - Reconstruction	10	Planning, design, and project management for replacement and rehabilitation of aging storm sewer infrastructure.
Construction Inspection	20	Manage Public works storm sewer construction to assure construction complies with plans and specifications. Oversee day-to-day construction activities from pre-bid meeting to warranty closeout. Review and respond to RFIs and change order requests. Track quantities and authorize partial and final payments. Prepare as-builts. Perform preliminary surveys, construction staking, and as-built surveys.
GIS	10	Create and maintain stormwater infrastructure assets (e.g. pipes, structures, specialized treatment devices, greenways and ponds, rain gardens, etc.) in GIS for modeling, asset management and work order management. Create and maintain impervious layer for billing and modeling.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

No anticipated service level impacts

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	8400	(\$25,378)	Reallocation of Permanent Wages Across Funds
Benefits	8400	(\$753)	Fringe Benefits Changes due to Reallocations
Total		(\$26,131)	

Explain the assumptions behind the allocation change.

The vast majority of the Engineering Division's staff are funded through multiple sources including the general fund, Storm Utility, Sewer Utility, Landfill Fee and others. Few are funded by the general fund alone. Engineering has reviewed all positions to determine if they are properly allocated among the various funding sources. Through that review it was determined that some staff members should have a larger general fund allocation while others should have less. There are many positions involved in the reallocation and it would be inefficient to try to show them as a reduction proposal.

What is the justification behind the allocation change?

The salary allocations included in this operating budget proposal more accurately reflect the work performed by each employee.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	2120	\$48,870	Hourly Wages
Total		\$48,870	

Explain the assumptions behind the requested funding.

Assume hiring Professional Assistance to assist the Stormwater Engineers

What is the justification behind the increased funding?

Need hourly help in order to meet the demands of the section.

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
2120	4xxxx	\$217,485	Customer Revenue; Asset Sales, Interest

Explain the assumptions behind the change to budgeted revenue.

Revenue projections based on a 7% rate increase.

What is the justification behind the proposed change?

CTC revenue was higher than what 2021 Revised Budget had after setting the 2021 rates so overall reduction vs CTC even though actually a 7% rate increase.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Flood Mitigation - There does not appear to be a direct correlation between flood prone areas in Madison and areas of BIPOC, low income or marginalized populations from our initial review of portions of the west side. As more watershed study results become available we will continue to review the flood prone areas against our demographic information. However in some instances it does become very clear that people with more means than others tend to have their concerns heard or are able to better leverage their voices to demand attention to their specific concerns. People with more means also have more opportunities to remedy flooding or potentially relocate to other areas than those that may not have as many choices due to financial limitations. A comprehensive public engagement and educational plan was developed using the RESJ tools for large scale flood studies that was intentional to make sure voices were heard and people were engaged throughout the process. This budget looked closely at these populations and developed a tool for equitably selecting and creating budgeting priorities that help reduce these biases.

System Improvements - These improvements are intended to improve local drainage issues, improve water quality, and meet regulatory requirements. The impacts of these improvements to residents is reduced mostly in the ability for the city to provide natural areas for passive recreational uses that also meet the need for water quality. Water quality issue can be related to drinking water (chlorides in the wells, for example) as well as poor water quality in our lakes, rivers and streams. This can have negative impacts on the ability of residents or visitors to use and recreate in the lakes or rivers and also have an impact on the water quality for healthy lakes, which also can provide a food source to many people. By providing stormwater quality improvements these projects incrementally improve our natural environment while meeting our permitting goals.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

This work increases our communities' resiliency to flooding and improves our water quality. These are beneficial to all members of our community.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We have created a comprehensive public engagement and educational plan that was developed using the RESJ tools for large scale flood studies that was intentional to make sure voices were heard and people were engaged through those processes. This budget looked closely at these populations and developed a tool for equitably selecting and creating budgeting priorities to help reduce biases.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their

perspectives directly and, if so, how have you incorporated their feedback?

Stormwater Quality- MAMSWaP, CLA, USGS, UW Madison, Friends groups. Planning, Water Utility, Streets Divisions. We work very collaboratively with all these groups to seek mutually beneficial projects that ultimately help the City and the other surrounding communities that are co-permittees of the MS4 permit meet our goals.

Flood Mitigation - Planning, Fire, Emergency Management, USGS, along with Alders and engaged citizen groups such as CLA and other Friends Groups. We have been working on getting feedback and comments for our program. Engineering also recently launched a citywide survey related to budgeting priorities that was very intentional to get feedback as it relates to equity. We have hosted many large scale watershed public meetings that help inform residents and property owners of the status of our work. We post our projects to the website and have a specific site for flood initiatives, which is routinely updated. We are beginning to roll out project solutions that will describe our plans for making improvements and will eventually post mapping of our study findings that can be used as a tool for residents to better understand the flooding impacts within the city. We also have created a specific reporting tool for residents to report flooding so we can better understand the issues and help pinpoint areas that would benefit from improvements to the storm sewer system. We recently have been engaging with the USGS on a pilot initiative to install flood sensors that could be used during emergencies to identify areas that are actively flooding and provide notifications for emergency management and response teams.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to hold Project Informational Meetings, keep our websites updated with findings and project status, and continue outreach to help better educate residents and property owners on how to protect themselves against flooding, including best management practices for flood proofing their property and residences.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

In 2018 (prior to the historical flooding) the Engineering Division did a RESJ analysis on the Citywide Flood Program, which is included in the Stormwater Utility Budget. This analysis was completed to identify more equitable ways to help the community reduce flood risks with deliberate and meaningful engagement and education. Since that time we have been implementing the recommendations of that analysis. One of the last pieces of the implementation was to provide a grant or funding mechanism for property owners that would allow them to afford improvements on their property to protect from flooding. These improvements could be landscaping or grading changes, or structural changes such as lifting homes or modifying / removing low building openings which put property at risk. This was a new addition to the budget with a projected implementation in 2023.

We have and continue to work closely with the NRT groups and other community organizations with deliberate communication strategies and approaches to gain insight and share knowledge on our programs. We have used the RESJ tools and have

engaged with the RESJ team (as well as seeking input from other communities on their social and environmental justice initiatives) to inform our processes, including our studies, designs and budgeting.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
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Activity	\$Amount	Description
Alternative Greenway Vegetation Management Program	58629	Create 1.0 FTE Conservation Technician position to replace year-round, full-time hourly Professional Assistant and provided additional hourly funding to add two greenway restoration to interns.
Total	58,629	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	58,629	Increased funding required to create 1.0 FTE Conservation Technician position to replace year-round
Non-Personnel		
Agency Billings		
Total	58,629	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Enterprise Fund - Stormwater

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This increase will be on-going and funded by the Stormwater Utility.

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

If yes, which agencies? HR

Describe why the proposed increase is critical.

Our alternative greenway vegetation maintenance program is critical to managing high-quality plantings on public stormwater management lands to aid in flood mitigation and water quality improvement as well as provide habitat for wildlife including pollinators.

The Stormwater Utility owns approximately 1,800 acres of land, of which 970 acres currently planted in as prairie. Additional staffing is required to convert and maintain additional acreage as high-quality prairie.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Stormwater Utility

SELECT YOUR AGENCY'S SERVICE:

Stormwater Operations

SERVICE NUMBER:

842

SERVICE DESCRIPTION:

This service is responsible for operating and maintaining Stormwater Utility system infrastructure of storm sewer system including 520+ miles of pipe, nearly 40,000 structures, and 1,800 acres of stormwater management lands. The goal of the service is to maintain, repair, rehabilitate, and construct stormwater system infrastructure, reduce flooding while improving the water quality of our lakes and waterways, and provide pollinator and wildlife habitat and other ecological services.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$6,478,285	\$6,597,569	\$6,802,477	\$3,953,616	\$5,718,661	\$4,034,889
Total	\$6,478,285	\$6,597,569	\$6,802,477	\$3,953,616	\$5,718,661	\$4,034,889
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$4,273,094	\$4,546,159	\$4,533,364	\$2,368,483	\$4,138,701	\$2,322,874
Non-Personnel	\$1,091,748	\$1,112,735	\$1,165,633	\$1,029,733	\$1,024,560	\$1,187,100
Agency Billings	\$1,113,443	\$1,249,321	\$1,103,480	\$555,400	\$555,400	\$524,915
Total	\$6,478,285	\$6,908,215	\$6,802,477	\$3,953,616	\$5,718,661	\$4,034,889
FTEs		49.70		23.26	43.28	22.68

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Reduce total suspended solids (TSS) and phosphorous in the City's stormwater runoff prior to discharge to our surface waters.

Control growth and proliferation of invasive species and noxious weeds.

Provide habitat for ground nesting birds and pollinators.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Storm Sewer Cleaning	32.5	Scheduled pipe and structure cleaning to maintain existing storm capacity and prevent sediment from reaching surface waters.
Emergency Response	2.5	Respond to reports of flooding, spills, missing covers, plugged inlets. Stock sandbag sites.
New Construction, Upgrades, and Retrofits	21	Construct new stormwater infrastructure to address local drainage issues. Upgrade and retrofit existing infrastructure with BMPs to improve water quality. Related preliminary, construction staking, and as-built survey activities.
Storm Sewer Repair	16	Pipe and structure repair to maintain existing system functionality and extend useful life.

Utility Locating and Marking	6.5	Respond to Digger's Hotline requests to locate and mark underground stormwater utilities to prevent damage during excavation.
Greenway & Pond Maintenance and Repair	13.5	Vegetation maintenance - scheduled and spot mowing, tree removal. Small scale dredging. Cunette cleaning and repair. Post-storm debris removal. Snow removal.
Inspection and Condition Assessment	8	Internal pipe and structure CCTV inspection and condition assessments. Dry weather inspections to identify illicit discharges. Pond depth surveys to determine sediment level and program dredging.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	8400	(\$64,692)	Reallocation of Permanent Wages Across Funds
Benefits	8400	(\$51,246)	Fringe Benefits Changes due to Reallocations
Total		(\$115,938)	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
2120	4xxx	\$16,428	

Explain the assumptions behind the change to budgeted revenue.

Revenue projects based on 7% rate increase

What is the justification behind the proposed change?

CTC revenue was higher than what 2021 Revised Budget had after setting the 2021 rates so overall reduction vs CTC even though actually a 7% rate increase.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
2120	54xxx	\$154,540	Primarily USGS Agreement and Adaptive Mgmt

Explain the assumptions behind the requested funding.

Estimate for USGS agreement and proposed Adaptive Mgmt contribution

What is the justification behind the increased funding?

Based on most recent estimates

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

A properly functioning stormwater system is essential to flood control and runoff water quality improvement. Our mission is to maintain and operate the City's wastewater collection system to provide reliable and affordable service to all members of our community.

- | | |
|---|--|
| <p>a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?</p> | <p>Flood control and runoff water quality improvement are essential, basic services which benefit all members of our community.</p> |
| <p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>All homes and businesses located within the City of Madison benefit from the City's stormwater system.</p> |
| <p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>All members of the community use and are impacted by the City's sewer system.</p> <p>Because of this, we have worked with a variety of community groups to better our hiring processes. These efforts are ongoing. We have worked with Common Wealth Development, Latino Academy of Workforce Development, Madison Urban League, Operation Fresh Start, WRTP/Big Step to increase our outreach for hiring new employees. Representatives from these organizations have provided invaluable assistance to us by participating on Equitable Hiring Tool teams and interview panels and hosting job fairs and job informational meetings. Their input has resulted in us updating position descriptions, testing and interview processes and increasing our outreach into the community.</p> |
| <p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.</p> | <p>No</p> |

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We maintain robust communications through a wide variety of channels - website; podcasts; social media; cross-connection and backwater valve inspections as part of BWV reimbursement program; phone, and publicly accessible counters.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Streets**Function: Public Works****Budget Overview**

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	26,286,079	26,394,124	26,510,807	27,812,921	28,858,147	30,610,171
Other Restricted	23,085	5,269,341	5,057,609	5,751,116	3,565,504	5,060,004
Stormwater Utility	-	-	6,736	3,049,386	1,783,387	1,906,072
TOTAL	\$ 26,309,164	\$ 31,663,465	\$ 31,575,152	\$ 36,613,423	\$ 34,207,038	\$ 37,576,247

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Solid Waste Management	9,548,769	9,288,865	9,902,536	9,833,453	10,046,300	10,046,300
Recycling	7,588,256	8,060,864	7,668,697	8,539,578	8,892,571	10,092,340
Snow & Ice Control	6,592,581	6,577,722	6,439,724	6,721,993	6,651,873	6,651,873
Street Sweeping	366,918	138,576	302,324	3,296,010	1,901,200	2,576,140
Street Repair & Maintenance	1,738,036	1,963,964	1,704,365	2,045,659	1,984,131	1,984,131
Roadside Cleanup	453,346	364,133	1,491,271	425,614	1,165,459	1,693,784
Forestry	21,258	5,269,341	4,066,235	5,751,116	3,565,504	4,531,679
TOTAL	\$ 26,309,164	\$ 31,663,465	\$ 31,575,152	\$ 36,613,423	\$ 34,207,038	\$ 37,576,247

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(225)	(5,000)	(10,210)	(5,000)	(5,000)	(5,000)
Charges For Services	(1,086,433)	(1,146,000)	(1,309,407)	(1,025,000)	(510,000)	(510,000)
Misc Revenue	(28,414)	(25,000)	(48,327)	(25,000)	(25,000)	(25,000)
Transfer In	(932,552)	-	(187,145)	-	-	-
TOTAL	\$ (2,047,623)	\$ (1,176,000)	\$ (1,555,089)	\$ (1,055,000)	\$ (540,000)	\$ (540,000)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	10,274,821	12,778,349	12,369,959	14,966,400	13,911,552	15,317,664
Benefits	3,783,967	4,482,342	4,602,805	5,421,914	4,876,257	5,355,569
Supplies	1,382,048	1,833,975	1,660,148	1,952,795	1,667,595	2,024,025
Purchased Services	4,971,204	5,165,690	5,398,880	5,168,285	5,039,961	5,103,881
Inter Depart Charges	7,942,004	8,579,109	9,095,140	10,159,029	9,251,673	10,315,108
Transfer Out	2,742	-	3,309	-	-	-
TOTAL	\$ 28,356,787	\$ 32,839,465	\$ 33,130,241	\$ 37,668,423	\$ 34,747,038	\$ 38,116,247

To: Dave Schmiedicke, Finance Director

From: Charlie Romines, Streets & Urban Forestry Superintendent

Date: 7\9\2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

Streets and Urban Forestry's major goals for 2022 are based primarily around continuing current levels of service to the largest extent possible to an expanding City using the resources allocated to the Division along with new processes and technologies. Our top priorities are year round collection of garbage and recycling, timely leaf collection in the fall and snow and ice management in the winter. Streets Division services are all labor intensive functions that mostly, unlike with most City services, grow one to one with every new housing unit and annexation as we service every single address on either fixed schedules or on mother nature's whims.

Included in our CTC budget is a GIS\Asset Manager position which our division badly needs to fully realize the positive impacts our new GPS system can provide as well as implementing the TreeKeeper Asset Management software system in Forestry. Our ability to fully realize the potential of this new technology will be stunted without the position which was originally scheduled to be filled in summer of 2020. Within Snow and Ice, if adopted 2022 staffing levels allow, we expect to initiate the divisions first Winter Overnight Shift whereby Street Machine Operators will be assigned regular duty hours overnight from Thanksgiving to St.Patricks Day. Within the Recycling service we hope to restore 26 (every other week) opportunities for each resident to have Large Items collected from the curb with one important caveat, we will only provide service if a work order is submitted online or by phone. This will prevent the undesirable environmental and fiscal impacts of the old process of driving around looking for items while still allowing our residents to enjoy the near on demand curbside collection of large items they have come to expect. Within the Forestry unit we propose to continue to move positions off of Capital funding and onto the Urban Forestry Special Charge while keeping overall increases under 10%.

COVID Recovery

No Streets Division services were increased due to COVID. Service reductions have included reduced Public Drop Off days and hours as adopted in the 2021 budget as well as a reduction in curbside Large Item and Brush collection as we recover staffing levels from the hiring freeze. If staffing levels remain as currently budgeted we expect to more efficiently restore large item collections in 2022 while retaining the changes made in 2020-2021 to Drop Off site hours as well as curbside brush and leaf/yardwaste collections that appear to be working well for residents and staff.

2022 Request & Equity

Streets Division services are provided equally throughout the City from Solid Waste to Snow and Ice. In our ongoing efforts to support equity the Division has identified several

geographic locations throughout the City where additional resources are allocated when available to better support equitable outcomes. This is most noticeable in Large Item collections, Roadside and median cleanup as well as Solid Waste collection services.

2022 Request & Sustainability

We are working with County partners to move toward viewing solid waste as an untapped commodity and finding new value and local uses for recycling. We expect to be a major participant in a trial of 100% locally sourced biodiesel in a variety of our equipment. Reductions in trucks roaming the City looking for work in the areas of curbside collection of yardwaste, brush and large items are here to stay as residents are adapting to the new communication and collection processes including placing work orders for large items. Operational sustainability continues to improve with the elimination of inefficient weekday leaf collection overtime in favor of short hauling to parks and more efficient Saturday overtime hours. Street Sweeping improvements have continued to pay dividends for our stormwater system and our continued salt reduction efforts better preserve the water we drink. If 2022 adopted staffing levels allow the implementation of a Winter Overnight Shift we should, in time as new operators are trained, see improved service while lowering overtime cost and staff fatigue.

Major Changes in 2022 Operating Request

Streets is not making any major change requests in the Operating Budget proposal given that needs for us to service the Town of Madison are being handled outside of this process.

Summary of Reductions

As an important note, any reductions in FTE to the Streets Division regardless of where they are allocated will negatively impact our ability to handle snow and ice as will reductions in either seasonal/hourly wages or FTE require either more OT to collect leaves or a reduced service level. Further, the FTE reductions would come from new staff who were hired to work the new Winter Overnight Shift which would likely delay its implementation.

1a) Reducing the seasonal budget to zero General Fund support. This impacts several services as noted below but is once again put forward as it protects our FTE count which is critical for snow and ice. 1b) Solid Waste – Reducing seasonal budget of \$108K. Will result in reduced availability of hours for the Transfer Station by the public, results in FTE staff being pulled from other services during certain solid waste collection days to assist with non-automated collection areas year round. 2) Street Sweeping\ Median Cleanup reduction of \$84K. The FTE reduction will drop the service level from 3 trips around the City annually to one. We will no longer be able to provide equitable outcomes for areas that need more attention. 3) Street Repair reduction of \$295k including 3 FTE, seasonal/hourly reductions and Fleet reductions. Only primary roads (about 1\2 of our salt routes) will be proactively repaired. Remainder will be on a complaint basis only and triaged as resources permit. 4) Recycling reduced \$852k. This includes seasonal/hourly reductions as well as an 8 FTE reduction. Drop Off sites will be reduced to two days per week, curbside brush collection reduced to twice annually, curbside leaf collection will be less timely and require more OT. This cut will significantly negatively impact equitable outcomes in certain areas of the City.

Optional Supplemental Request

This supplemental request is meant to address two serious issues the Streets Division is finding annually in our seasonal and full time recruitments. First, attracting and retaining qualified candidates and second, finding diverse candidates. While we are making strides in hiring a more diverse workforce we struggle mightily to do so while finding more often than not we must choose to hire candidates, of any color or gender, in need of significant basic skills training into Street Machine Operator positions or not fill the positions at all. The issue at hand is we are simply noncompetitive with the private sector trucking and heavy equipment companies competing for people with CDL's and operating experience. All we have to offer are seasonal positions with no benefits, no clear path to meaningful full time employment and a guaranteed layoff with no commitment of rehire. This seems especially problematic in attracting women into our Division. Our current seasonal pay scale places us more akin to working at a fast food chain or convenience store where for the same money one can work in climate controlled space, enjoy flexible schedules, no CDL and drug test requirement and again, no automatic layoff potentially upending your home life while you scramble for another job with who knows what hours making who knows what pay. While this proposed trainee program is not designed to completely replace the Streets seasonal\hourly program it will allow the division to attract, train and retain a diversity of promising employees from a variety of backgrounds who have displayed potential and interest in becoming a future SMO I while paying them commiserate with their abilities as they grow. Our current seasonal only program no longer works for this purpose and hasn't for many years. We must simply create a more attractive option to attract, retain and train people that meets the realities of the modern labor market instead of the one that's been gone for years. Proposal is for two positions at a cost of \$88,500 including benefits. Would look to include \$40k of current seasonal budget to bring total marginal cost under \$50,000 for the two trainee positions.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff
Steve Schultz
Brian Hutchinson*

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Forestry

SERVICE NUMBER:

447

SERVICE DESCRIPTION:

This service is responsible for all forestry activities associated with maintaining Madison's urban forest. This service is new in 2020 and reflects transferring the Forestry team from the Parks Division to Streets and combining with the stump grubbing activities performed by Streets. The goal of the service is to maintain a vibrant and thriving urban forest.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$21,258	\$5,269,341	\$4,066,235	\$4,463,099	\$3,565,504	\$4,531,679
<i>Total</i>	<i>\$21,258</i>	<i>\$5,269,341</i>	<i>\$4,066,235</i>	<i>\$4,463,099</i>	<i>\$3,565,504</i>	<i>\$4,531,679</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$21,247	\$4,067,424	\$3,034,052	\$3,425,364	\$3,565,504	\$3,419,679
Non-Personnel	\$10	\$293,390	\$289,650	\$306,390	\$0	\$310,000
Agency Billings	\$0	\$908,527	\$742,532	\$731,345	\$0	\$802,000
<i>Total</i>	<i>\$21,258</i>	<i>\$5,269,341</i>	<i>\$4,066,235</i>	<i>\$4,463,099</i>	<i>\$3,565,504</i>	<i>\$4,531,679</i>
FTEs		22.11		37.00	37.00	37.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Street trees are a fundamental component of the urban landscape. Urban trees provide many economic, environmental, health and aesthetic benefits to communities. Trees remove air pollutants, reduce cooling costs, capture storm water, increase property values, absorb noise, and much more. Larger sized trees increase the benefits of trees almost exponentially

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Forestry Operations	100	Urban Canopy

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

There are no service level impacts with this funding change. However, a reduction in the FTE count for Streets would likely impact the hours allocated to the UFSC and the work Street Machine Operators do for Forestry such as hauling and chipping brush. Currently Streets provides 5,700 hours of these services annually which before 2020 were done by Forestry Arborists.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type Fund Amount Description

Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total			\$0 <input type="text"/>

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total			\$0 <input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

No reductions are being proposed. A viable urban canopy benefits those who live in areas with lower incomes as these areas tend to have higher crime and less canopy. A thriving urban forest reduces energy costs, increases home values and reduces certain types of crime. These benefits are especially important in parts of our community where people with lower incomes tend to live.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes
 No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Recycling

SERVICE NUMBER:

442

SERVICE DESCRIPTION:

This service is responsible for the City's recycling program. Specific functions of the service include: (1) bi-weekly curbside collection of recyclables, (2) curbside yard waste and leaf collection, (3) operating three City yard waste drop-off sites, and (4) curbside brush collection. The goal of this service is to collect recyclables and yard waste on a timely basis for City residents and promote processes that work towards achieving zero waste.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$7,588,256	\$8,060,864	\$7,668,697	\$8,539,578	\$8,892,571	\$8,892,571
Other-Expenditures	\$0	\$1,016,093	\$0	\$0	\$0	\$1,199,769
Total	\$7,588,256	\$9,076,957	\$7,668,697	\$8,539,578	\$8,892,571	\$10,092,340
<i>Budget by Major</i>						
Revenue	(\$783,638)	(\$831,000)	(\$1,002,224)	(\$710,000)	(\$195,000)	(\$195,000)
Personnel	\$3,902,284	\$4,953,978	\$4,013,589	\$4,114,022	\$4,346,409	\$5,186,178
Non-Personnel	\$1,338,727	\$1,515,720	\$1,503,928	\$1,508,310	\$1,294,937	\$1,339,937
Agency Billings	\$3,130,884	\$3,438,259	\$3,153,406	\$3,627,246	\$3,446,225	\$3,761,225
Total	\$7,588,256	\$9,076,957	\$7,668,697	\$8,539,578	\$8,892,571	\$10,092,340
FTEs		43.54		45.11	47.43	47.43

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Recycling programs lead to a more sustainable Madison through various methods of re-use and reduction of landfill waste. Recycling is also required per Madison City Ordinance 10.18, "Recyclable Waste. Every person disposing of newsprint, yard waste, office paper, directories, waste oil, magazines, tires, lead-acid batteries, appliances, televisions, computer monitors, laptop or desktop computers, CPUs, barrels and drum containers, corrugated cardboard, ferrous metal cans and containers, aluminum cans, glass bottles and jars, and HDPE and PETE plastic containers in the City of Madison shall separate such items from all other solid waste materials, shall recycle such separated items as provided herein and shall not place such separated items in containers for disposal with other refuse or garbage. (Am. by Ord. 11,170, 2-14-95; ORD-11-00043, 3-23-11; ORD-12-00085, 6-26-12) ", County Ordinance: 41.23 SEPARATION OF WASTE CONTINUED; RECYCLING. (1) On and after February 1, 1991, each municipality which desires to afford its residents, businesses, commercial, retail and industrial enterprises and governmental entities located within the municipality the opportunity to deposit in any Dane County-owned landfill any solid waste which originates in or is generated, accumulated or collected in the municipality shall first adopt and provide an effective recycling program, approved by the county board. ", and State Statute: 287.07, "Prohibitions on land disposal and incineration.

(1m) Batteries, major appliances and oil. No person may:

(a) Dispose of a lead acid battery or a major appliance in a solid waste disposal facility in this state, except that a person may dispose of a microwave oven in a solid waste disposal facility in this state if the capacitor has been removed and disposed of in accordance with s. 299.45 (7), if applicable.

(am) Burn a lead acid battery or a major appliance in a solid waste treatment facility in this state.

(b) Dispose of waste oil in a solid waste disposal facility or burn waste oil without energy recovery in a solid waste treatment facility in this state.

(2) Yard waste. Beginning on January 3, 1993, no person may dispose of yard waste in a solid waste disposal facility, except in a land spreading facility approved in accordance with ch. 289, or burn yard waste without energy recovery in a solid waste facility in this state.

(3) Waste tires. Beginning on January 1, 1995, no person may dispose of a waste tire, as defined in s. 289.55 (1) (c), in a solid waste disposal facility or burn a waste tire without energy recovery in a solid waste treatment facility in this state.

(4) General disposal restrictions. Beginning on January 1, 1995, no person may dispose of in a solid waste disposal facility, convert into fuel, or burn at a solid waste treatment facility in this state any of the following:

(a) An aluminum container.

- (b) Corrugated paper or other container board.
- (c) Foam polystyrene packaging.
- (d) A glass container.
- (f) A magazine or other material printed on similar paper.
- (g) A newspaper or other material printed on newsprint.
- (h) Office paper.
- (i) A plastic container.
- (j) A steel container.
- (k) A container for carbonated or malt beverages that is primarily made of a combination of steel and aluminum."

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Recycling Collection	35	weekly curbside collection
Leaf/Yard Waste Collection	15	spring and fall curbside collection. this represents 50% of the operation as stormwater pays the other 50%
Drop Off Sites	15	3 drop off locations for residents to bring materials
Brush Collection	25	curbside collection
Brush Processing	10	processing at the transfer station

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

If the proposed budget cuts are taken, there will be significantly reduced resident access to the Drop off sites from even the reduced 2021 levels. Significantly reduced brush and yard waste collection from even the reduced 2021 levels.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Leaf Collection	34,515	No seasonals/hourlies to help out with Leaf Collection (this reduction includes benefits).
Drop Off Sites	210,076	No seasonals/hourlies to staff our Drop Off Sites. Reduction of 2 FTE's. (this reduction includes benefits). Drop Off Sites will only be open 2 days per week.
Brush Program	607,439	No seasonals/hourlies to help with Brush Collection. Reduction of 6 FTE's. (this reduction includes benefits). Fleet Services reduction due to equipment not being uses. Each resident will only receive 2 brush collections per year.
Total	\$852,030	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$544,060	8 FTE's impacting Drop Off Sites and our Brush Program (includes benefits)
Non-Personnel	\$187,051	Seasonal/Hourlies impacting Leaf Collection, Drop Off Sites, & Brush Program (includes benefits)
Agency Billings	\$120,919	Fleet Services Equipment not being used for the Brush Program
Total	\$852,030	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City has responsibilities to collect leaves but not to the extent currently provided. While we must collect and prevent certain items from being landfilled having the drop off locations open two days per week would meet the requirement. The City is not obligated to collect brush and yardwaste from the curb per se however it can not be landfilled. The reductions of these services would represent a significant shift of the burden off the City and on to residents for lawful disposal of leaves, yardwaste and brush.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

5% reduction requirement. Some of the requirements of providing these services can be done in less convenient ways to our residents such as hiring private companies, renting trucks and equipment, backyard composting to the extent feasible. The large component of seasonal funding we can eliminate here reduces the overall FTE reductions which protects other services like leaf collection and snow plowing. That being said the reduction in seasonal staff will negatively impact our ability to collect leaves, especially in a timely fashion and will drive more OT. Further, the reduction in FTE will absolutely negatively impact our ability to manage snow and ice and will drive additional OT and staff burnout. Lastly, the reduction in FTE will likely mean we will need to consider pulling back on our annual 5,700 hours charged to the UFSC for assisting the arborists with brush chipping and hauling.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Very noticeable. Much less convenient. Brush likely will collect for a month or more at the curb before collection, drop off locations will likely have very long lines during limited open hours none of which will include weekends or evenings. Snow and leaf collection reductions will also be very noticeable due to the reduction in FTE's. More OT will likely be required during peak leaf collection and snow events greatly offsetting any budget gains from reducing FTE count here. Residents will likely find it difficult to comply with state law forbidding yardwaste and brush from being landfilled and will find private options costly. The two days Sycamore and Badger are open will be staggered, for example one site open M,TH and the other T,F.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Streets Div Trainee	49000	Total cost is \$89,000. Propose to include \$40,000 of current seasonal budget to offset total cost. This funds two positions making current seasonal wage but with year round employment and access to City benefits. Would have access to full training to step into SMOI positions fully trained as openings become available and training requirements are satisfied.
Total	49,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	89,000	Total of \$89k offset by \$40k of current seasonal dollars
Non-Personnel	0	
Agency Billings	0	
Total	89,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

\$49k new funding, \$40k allocated from current seasonal dollars.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

I would expect as this program works we may look to increase to a reasonable extent over time.

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

If yes, which agencies?

Describe why the proposed increase is critical.

We are hiring less qualified people at full wages and benefits resulting in lost time for even basic skills training. We are non competitive in the entry level job market, we struggle to attract women and people of color. This follows in the successful footsteps of the Parkworker position \we implemented in Parks.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Roadside Cleanup

SERVICE NUMBER:

446

SERVICE DESCRIPTION:

This service is responsible for the removal of noxious weeds, stump removal, and the eradication of graffiti. The goal of this service is to improve aesthetics and community safety in the City.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$451,519	\$364,133	\$499,897	\$425,614	\$1,165,459	\$406,249
Other-Expenditures	\$1,827	\$0	\$991,374	\$1,288,017	\$0	\$1,287,535
Total	\$453,346	\$364,133	\$1,491,271	\$1,713,631	\$1,165,459	\$1,693,784
<i>Budget by Major</i>						
Revenue	(\$772,279)	(\$5,000)	(\$11,440)	(\$5,000)	(\$5,000)	(\$5,000)
Personnel	\$879,532	\$315,094	\$1,102,320	\$1,397,675	\$1,120,873	\$1,349,198
Non-Personnel	\$82,808	\$1,000	\$78,278	\$16,100	\$1,100	\$76,100
Agency Billings	\$263,284	\$53,039	\$322,113	\$304,856	\$48,486	\$273,486
Total	\$453,346	\$364,133	\$1,491,271	\$1,713,631	\$1,165,459	\$1,693,784
FTEs		18.50		16.58	16.06	16.06

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Streets Division utilizes the service of roadside clean-up to perform the following tasks: removal of noxious weeds and stumps, and the eradication of graffiti. These services fit many Citywide Elements as noxious weeds can cause health issues, removal of stumps ensures Madison's tree canopy remains healthy creating a green & resilient city, and eradication of graffiti can serve to attract new employers to an area supporting the neighborhood's economy, however, Streets will focus on how all of these vitally support Madison's culture and character. Per Imagine Madison, "Public spaces knit a community together and come in many forms, including parks, streets, sidewalks, and just about any public space where people interact. They also often include a range of facilities, such as community centers, libraries, and schools. Vibrant, engaging places can be one of the community's most valuable assets. Poorly designed and uninviting spaces often go unused, or are misused, deaden the surrounding area, and can be a drain on City resources."(pg.79) Maintaining a proactive approach to these services supports the beautiful aesthetics of our city and ensures that strategy number three of the Culture and Character element is maintained, "Create safe and affirming community spaces that bring people together and provide social outlets for underrepresented groups." (pg.79).

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Noxious Weeds	50	Remove weeds in violation of Madison General Ordinance, 23.29, and Section 66.0517(3)(a) of the Wisconsin Statute
Grffiti	50	Removal of graffiti from city, utility, & railroad property

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No Changes

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

The FTE's represented in this service are overstated by 10.01 FTE's that should be part of the UFSC. An adjustment should be made as follows:

\$552,529 for Salaries

\$206,681 for Benefits

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the

following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

No service level reductions proposed here. Further reduction in graffiti removal would have a negative impact on certain areas of our City much more than others. Also, if stumps are not removed in a timely fashion trees and the resulting canopy can't be replaced. Without the City's efforts to create a viable urban forest many of the areas of the City where BIPOC people tend to live will suffer significant canopy loss over time as private tree canopy is less in these areas.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

City is not mandated to grub stumps or clean graffiti. Perhaps volunteer organizations could clean graffiti.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease

in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Snow & Ice Control

SERVICE NUMBER:

443

SERVICE DESCRIPTION:

This service is responsible for the removal of snow and ice from all City streets and bicycle paths. The goal of the service is to maintain the desired response times for salting, sanding, and snow plowing through the Streets Division's use of 90 pieces of equipment and private contractors. This service provides community safety on the City's roadways and paths. The service budget funds staffing, contractors, supplies, and equipment costs for 5.5 general plow snow events of 3 inches or more.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$6,592,581	\$6,577,722	\$6,439,724	\$6,721,993	\$6,651,873	\$6,651,873
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$6,592,581	\$6,577,722	\$6,439,724	\$6,721,993	\$6,651,873	\$6,651,873
<i>Budget by Major</i>						
Revenue	(\$6,941)	\$0	(\$11,224)	\$0	\$0	\$0
Personnel	\$3,581,763	\$3,396,180	\$3,161,252	\$3,141,456	\$3,142,977	\$3,142,977
Non-Personnel	\$1,471,115	\$1,777,950	\$1,591,283	\$1,788,100	\$1,802,778	\$1,802,778
Agency Billings	\$1,546,645	\$1,403,592	\$1,698,412	\$1,792,437	\$1,706,118	\$1,706,118
Total	\$6,592,581	\$6,577,722	\$6,439,724	\$6,721,993	\$6,651,873	\$6,651,873
FTEs		34.41		33.81	34.33	34.33

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Per Imagine Madison, "Madison provides many non-emergency services to its residents, workers, and visitors. These services range from building permits to trash collection to snowplowing. Some of the City's most essential services often do not receive as much attention as policing or fire protection, but end up representing the majority of interactions between the City and its customers."(pg.111) This essential city service ensures roads are safe during the winter months for commuters, pedestrians, bikers, visitors, buses, and first responders. This service also indirectly conveys to residents the importance of their safety to the government and how the government works to ensure they are safe outside of emergency services.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Plowing and Spreading	95	plowing streets, salting, sanding, brining
Crosswalks	2.5	clearing crosswalks, sidewalks, handicap accessible areas
Sand Barrels	2.5	placing sand strategically around the City for residents. Sand is placed in piles at parks and in sand barrels at intersections throughout the City.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

n/a - None directly related however any FTE reduction in Streets reduces our ability to manage snow and Ice as ALL STREETS employees take part in our snow and ice operations. Further, given the FTE reductions will be from our newer employees who would be required to work the new winter night shift to be implemented for the first time this winter , we would likely have to delay implementing this shift. More OT will be needed as we spread the same amount of work amongst fewer operators. Given any snow removal work outside of M-F 7a-3p is still largely voluntary, employee burnout and reduced volunteer rates are a major concern.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

We are anticipating lesser service being provided in Leaf collection and snow plowing based on FTE reductions. While we will use OT to handle the most urgent situations the service level will be reduced based on cuts elsewhere. As with most of our services it is likely to be felt most in parts of our city that need our services the most. Bus stops, bike facilities and sidewalks will take longer to clear and be cleared less well as snow packs down to ice after not being cleared in a timely fashion.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
		*Plowing/Spreading response time will take longer due to less people available to fill shifts. There are no FTE's listed as the financial impact, however, losing 12 FTE's across all of our operational services will affect our winter operations *Bus Stops will take longer to clear *Crosswalks will take longer to clear *Alleys will take longer to clear
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	<input type="text"/>	
Non-Personnel	<input type="text"/>	
Agency Billings	<input type="text"/>	
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City must provide reasonably safe roads and sidewalks.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

It was not chosen, rather it is an effect of losing up to 12 FTE's in the 5% reduction scenario. Given that response to snow and ice events outside of M-F 7a-3p is still mostly voluntary for Streets employees, any reduction in FTE increases the likelihood that we will come up short of volunteers needed to properly work the snow and ice overtime shifts, most especially Citywide General Plows.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Streets Division is working with Local 236 to continue to get staff to volunteer and in some cases be compelled to work snow and ice overtime. Streets is also actively seeking private contractor help to take over alley and carriage lane plowing to allow Streets employees to focus on roads and our ever increasing responsibilities involving sidewalks, bus stops and biking facilities. We will also likely have to delay the implementation of the winter overnight shift if FTE reductions are undertaken.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Solid Waste Management

SERVICE NUMBER:

441

SERVICE DESCRIPTION:

This service is responsible for the collection and disposal of solid waste materials. The goal of this service is to collect all City refuse in accordance with the scheduled pick-up days throughout the City.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$9,548,769	\$9,288,865	\$9,902,536	\$9,833,453	\$10,046,300	\$10,046,300
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$9,548,769	\$9,288,865	\$9,902,536	\$9,833,453	\$10,046,300	\$10,046,300
<i>Budget by Major</i>						
Revenue	(\$328,451)	(\$340,000)	(\$386,607)	(\$340,000)	(\$340,000)	(\$340,000)
Personnel	\$4,358,236	\$4,085,166	\$4,453,623	\$4,334,297	\$4,568,610	\$4,568,610
Non-Personnel	\$3,161,286	\$3,253,920	\$3,361,749	\$3,136,275	\$3,242,836	\$3,242,836
Agency Billings	\$2,357,698	\$2,289,779	\$2,473,772	\$2,702,881	\$2,574,854	\$2,574,854
Total	\$9,548,769	\$9,288,865	\$9,902,536	\$9,833,453	\$10,046,300	\$10,046,300
FTEs		46.85		51.44	51.07	51.07

PRIORITY

Citywide Element Culture and Character

Describe how this service advances the Citywide Element:

Streets Division utilizes the service of solid waste management to perform the following tasks: solid waste collection, transfer station operations, transfer station hauling, and large item collection. These services not only support the cleanliness and safety of Madison, but vitally protect the culture and character of Madison. Per Imagine Madison, "Sense of place" refers to people's perceptions, attitudes and emotions about a place. It is influenced by the natural and built environments and peoples' interactions with them. Madison is a community that values its many special places, neighborhoods, and districts. They provide a wide range of opportunities for people to live, work, and play and offer something for everyone. While each of these unique places is important and should be supported, the key is what they contribute to the culture and character of the whole of the community." (pg.73). To ensure residents and visitors establish a positive "sense of place" it is important the Streets Division continues to manage Madison's solid waste in a timely, efficient, and predictable manor.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Solid Waste Collection	75	Weekly Refuse Routes
Transfer Station Operations	5	Sort refuse for hauling to the appropriate location
Transfer Station Hauling	5	Remove refuse from the transfer station and bringing it to the appropriate final destination
Large Item Collection	15	Collecting large items from the curbside to be disposed of properly

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

no changes

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

n/a - If the proposed budget cuts are taken, the impacts to these services are minimal. Due to the loss of seasonal labor we will have to pull FTE off of other services (Street repair, median & roadside clean up) to meet our scheduled collections for certain days of the week.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Parts of the City with high rental percentages use a disproportionately high amount of trash and Large Item Collection services. Any reductions will be felt in those areas most directly. We will likely pull staff off of other work to try to maintain service levels as best we can in these geographic areas.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,341,000

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

\$108,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Seasonal/Hourly Employees	108,000	No Seasonal/Hourly staffing for solid waste including refuse collection, large items, and transfer station scale house (this reduction includes benefits).

Insert item

Total	\$108,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$108,000	Seasonal/Hourly staffing
Agency Billings		
Total	\$108,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Solid Waste Must be collected either by the City or a private hauler. Large Items do not have to be collected curbside.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease

in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Eliminating seasonal funding in order to better protect our ability to manage snow and ice.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

FTE staff will be pulled from other services such as mowing and street repair to assist with rearload trash collection. Less FTE staff will be available to assist Forestry driving brush trucks.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select... ▼

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Street Repair & Maintenance ▼

SERVICE NUMBER:

445

SERVICE DESCRIPTION:

This service is responsible for routine street maintenance such as filling of potholes, replacing damaged pavement, and sealing cracks. The goal of this service is to provide safe roadways for commuters in the City and to extend the useful lives of the roadways.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,738,036	\$1,963,964	\$1,704,365	\$2,045,659	\$1,984,131	\$1,984,131
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,738,036	\$1,963,964	\$1,704,365	\$2,045,659	\$1,984,131	\$1,984,131
<i>Budget by Major</i>						
Revenue	(\$156,313)	\$0	(\$143,594)	\$0	\$0	\$0
Personnel	\$1,062,737	\$1,240,316	\$1,018,673	\$1,313,043	\$1,279,516	\$1,279,516
Non-Personnel	\$291,230	\$184,805	\$237,142	\$109,005	\$109,005	\$109,005
Agency Billings	\$540,383	\$538,843	\$592,144	\$623,611	\$595,610	\$595,610
Total	\$1,738,036	\$1,963,964	\$1,704,365	\$2,045,659	\$1,984,131	\$1,984,131
FTEs		13.86		14.80	14.41	14.41

PRIORITY

Citywide Element Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Per Strategy 1 listed in Imagine Madison, "Improve transit service, especially to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations."(pg.30) street repair and maintenance is vital to decreases in travel time and road safety. Without properly maintained streets not only will individual resident and visitor travel times be negatively impacted, bus travel and emergency response times will also be negatively impacted.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Potholes, repairing spawled\spider web pavement	95	filling problematic potholes to maintain roadways as well as create safe roads for transportation
Sealcoating/Chip Sealing	5	Sealcoating unimproved streets on a rotation of 7-10 years, in order to maintain roadways as well as create safe roads for transportation

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? no changes

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

If the proposed budget cuts are taken, street repair will be limited to primary streets only with only limited triage of worst repairs on secondary and collector streets.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No ▼

Type Fund Amount Description

Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Those who can least afford to fix tire and other car damage caused by rough roads and potholes will be hurt most by this reduction. Further the reduced FTE count will negatively effect our ability to plow snow and very noticeably for bus stops, sidewalks and bike facilities.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,341,000

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

\$295,369

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Pothole Patrol	295,369	3 FTE's will be removed from our pothole program (this reduction includes benefits) No Seasonal/Hourly staffing for street repair (this reduction includes benefits). Without the FTE's, the equipment will go unused.
<input type="checkbox"/> Insert item		
Total	\$295,369	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$207,074	3 FTE's (includes benefits)
Non-Personnel	\$27,835	Seasonal/Hourly Staffing (includes benefits)
Agency Billings	\$60,460	Fleet Services
Total	\$295,369	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

City must maintain safe roadways. We would still have staff to fill the worst of potholes and would focus on Streets with highest speeds and traffic volumes. Very little pothole or street repair would occur on residential and collector streets.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes ▾

If yes, which agencies:

Fleet Services, Engineering (Major road reconstruction)

Describe why the proposed reduction was chosen.

Required 5% budget cut. City is not obligated to provide this service at its current level. The service is not eliminated but rather greatly reduced. Service reductions could be mitigated by increased capital spending on major road reconstruction.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

A lot more potholes leading to more repairs on city and resident vehicles. Road ways will degrade faster, we will be pushed to work outside of the lowered service level. Additional Capital budget resources could be redirected to major road reconstruction.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Street Sweeping

SERVICE NUMBER:

444

SERVICE DESCRIPTION:

This service is responsible for removing leaves, refuse, and other debris from the City's streets by using the Streets Division's ten street sweepers. The goal of this service is to maintain a healthy environment for City stakeholders by minimizing the amount of pollutants entering the lakes and waterways. The Stormwater Utility funds the majority of the equipment and personnel costs associated with this service.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$366,918	\$138,576	\$295,588	\$246,624	\$117,813	\$117,813
Other-Expenditures	\$0	\$2,194,041	\$6,736	\$3,049,386	\$1,783,387	\$2,458,327
<i>Total</i>	<i>\$366,918</i>	<i>\$2,332,617</i>	<i>\$302,324</i>	<i>\$3,296,010</i>	<i>\$1,901,200</i>	<i>\$2,576,140</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$252,989	\$1,632,249	\$189,255	\$2,662,457	\$763,920	\$1,727,075
Non-Personnel	\$10,818	\$164,820	\$308	\$256,900	\$256,900	\$247,250
Agency Billings	\$103,110	\$535,548	\$112,761	\$376,653	\$880,380	\$601,815
<i>Total</i>	<i>\$366,918</i>	<i>\$2,332,617</i>	<i>\$302,324</i>	<i>\$3,296,010</i>	<i>\$1,901,200</i>	<i>\$2,576,140</i>
FTEs		0.00		30.26	7.25	7.25

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Per Imagine Madison's Comprehensive Plan as defined in Strategy 2 under the citywide element of Green and Resilient, "b. Leaf Collection Leaves are a major threat to surface water quality in Madison. Leaves, like all living things, contain phosphorus. Leaves that fall or are swept into the streets are picked up by storm water and carry phosphorus directly to lakes and streams. The overabundance of phosphorus supports the growth of algae, which harms fish and other native aquatic organisms. The City should increase the frequency and efficiency of leaf collection and street sweeping to reduce the amount of phosphorus runoff into local waterways." (pg.89)

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Hand Sweeping	100	hand sweeping removes excess sand, salt, debris, and leaves from medians preventing these contaminants from entering the water supply.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

no changes

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

If the proposed budget cuts are taken, medians will be cleaned\swept 1x per year versus currently 3x per year.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type Fund Amount Description

Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Anywhere in the City with hardscape medians and roadside shoulders that accumulate debris will become unsightly and unkept. Excess debris from dirt, leaves, tires, parts of cars will sit out much longer.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$1,341,000

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

\$83,921

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Median Cleaning	83,921	Median cleanup performed only once per year. Reduce by 1 FTE (this reduction includes benefits). Fleet Services reduction.
Total	\$83,921	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$64,956	1 FTE (includes benefits)
Non-Personnel		
Agency Billings	\$18,965	Fleet Services
Total	\$83,921	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No, reducing this service to once per year will put it more in line w the county and state service levels. Excess debris from dirt, leaves, tires, car parts etc will sit out much longer.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

1

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

Fleet Services

Describe why the proposed reduction was chosen.

5% budget reduction requirement, this is not a service the City must provide at its current level.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Volunteer groups clean up medians?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Traffic EngineeringFunction: **Transportation***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	6,474,719	6,907,718	6,752,286	8,345,220	8,593,516	8,593,516
Other Grants	29,604	81,816	50,809	99,540	26,848	26,848
TOTAL	\$ 6,504,324	\$ 6,989,534	\$ 6,803,095	\$ 8,444,760	\$ 8,620,364	\$ 8,620,364

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Signing	1,122,305	1,114,472	1,194,404	1,106,582	1,187,465	1,197,365
Streetlighting	1,760,382	1,729,547	1,788,978	1,864,765	1,886,570	1,823,680
Pavement Markings	791,281	876,291	854,187	1,005,330	1,019,145	1,050,249
Communications	512,218	666,072	567,295	1,059,459	1,102,877	1,068,077
Signals	681,055	803,625	588,264	833,800	823,357	844,167
Services	1,269,077	1,365,827	1,399,939	1,496,689	1,448,052	1,453,751
Bicycle & Pedestrian Services	368,004	433,701	410,028	1,078,135	1,152,898	1,183,076
TOTAL	\$ 6,504,324	\$ 6,989,534	\$ 6,803,095	\$ 8,444,760	\$ 8,620,364	\$ 8,620,364

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(403,227)	(531,900)	(496,095)	(522,200)	(522,200)	(521,200)
Charges For Services	(249,820)	(257,960)	(261,280)	(265,960)	(265,960)	(230,253)
Misc Revenue	(346,320)	(360,000)	(360,606)	(360,000)	(360,000)	(370,000)
Transfer In	(53,654)	(55,000)	(61,769)	-	-	-
TOTAL	\$ (1,053,021)	\$ (1,204,860)	\$ (1,179,751)	\$ (1,148,160)	\$ (1,148,160)	\$ (1,121,453)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	4,238,915	4,533,204	4,582,197	5,206,769	5,300,481	5,356,867
Benefits	1,337,869	1,398,490	1,450,990	1,522,572	1,515,039	1,529,225
Supplies	308,879	330,137	300,430	339,889	339,889	326,052
Purchased Services	1,829,594	1,922,140	1,950,306	2,465,431	2,491,895	2,409,398
Inter Depart Charges	386,054	522,469	273,398	755,020	817,981	817,981
Inter Depart Billing	(549,413)	(530,545)	(584,550)	(715,261)	(715,261)	(716,610)
Transfer Out	5,448	18,500	10,075	18,500	18,500	18,905
TOTAL	\$ 7,557,345	\$ 8,194,394	\$ 7,982,846	\$ 9,592,919	\$ 9,768,524	\$ 9,741,817



Traffic Engineering Division

Yang Tao, PhD, PE, City Traffic Engineer

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www.cityofmadison.com

Date: July 09, 2021

To: Mayor Satya Rhodes-Conway
David Schmiedicke, Finance Director

From: Yang Tao, City Traffic Engineer

Subject: Traffic Engineering Division 2022 Operating Budget

Major Goals

Improving public safety, mobility, transportation equity and suitability in the city are the high level goals across the many services that Traffic Engineering (TE) provides. Specifically, our 2022 goals for each of the seven services are as follows:

1. **Bicycle and Pedestrian Services:** Manage Pedestrian Bicycle infrastructure improvements and education and crossing guard programs to promote public safety and promote a more environmental friendly form of transportation,
2. **Communications:** Install, repair, calibrate, modify and test two-way emergency radios and associated electronic equipment for Madison's first responder agencies, other city agencies, and other municipalities in Dane County to promote crucial emergency and non-emergency communication,
3. **Pavement Markings:** Maintain and repair citywide pavement markings to promote traffic safety and efficient roadway and path operation,
4. **Services:** Provide overall leadership for traffic safety programs, assist on the overall transportation and traffic planning, design and transportation engineering for the City and its neighborhoods, and implement Vision Zero Action Plan strategies to eliminate serious and fatal crashes.
5. **Signals:** Maintain and repair the City's growing number of traffic signals, traffic cameras, rectangular rapid flashing beacons (RRFBs), driver feedback signs (DFBs) and other devices to promote public safety; Maintain and repair the City's fiber optic infrastructure (200 miles) to provide City and private data and vital telecommunication needs,
6. **Signage:** Maintain and repair citywide traffic signs to promote traffic safety and efficient roadway and path operation,
7. **Streetlighting:** Maintain and repair the City's growing number of streetlights to promote public safety and reduce energy consumption.

COVID Recovery

Traffic Engineering has worked hard to adapt to the changes brought about by this difficult situation and will continue to adapt as the situation evolves. Our budget proposal aids the city's COVID recovery effort in the following ways:

1. **Shared Streets and Slow Streets:** TE and other City agency staff have worked with neighborhoods to restricted traffic on certain streets to promote safer places to walk and bike. TE has purchased some additional barricades and signage to facilitate this program. In 2021, this program is transitioning to a

program that will pilot infrastructure changes before permanent changes are made. The program will increase neighborhood engagement and focus on underserved neighborhoods. This budget proposal enables staff to continue to build on the success of the program and build a Slow Streets program in the future years.

2. **Streeteries:** TE and other City agency staff have worked with downtown restaurants to enable them to close streets to allow additional outdoor dining at many locations to help economically stressed restaurants. TE will continue to commit resources to facilitate the recovery efforts of the community.
3. **Traffic signal adjustment:** Staff have adjusted signals and added signage so that pedestrians no longer have to touch the buttons at a signal to cross the street to create a more friendly environment for pedestrians. Also, staff has adjusted signal timing to adapt to changing traffic patterns due to the pandemic. Many of the changes will be kept for as long as possible or made permanent.
4. **Safety Supplies:** TE has purchased PPEs and clean supplies to help keep protect its employees.
5. TE has been collaborating with other city agencies on other programs and infrastructure projects to build back better. This budget proposal ensures that we can keep doing that.

2022 Request & Equity

TE strives to promote equity internally and externally.

When hiring, TE works with Civil Rights and uses the equitable hiring tool to help our agency become a more diverse workplace. TE has had some success with attracting a more diverse pool of candidates through actively reaching out to minority professional groups and expanding the places it advertises job openings.

Externally, before making any significant changes (new traffic patterns or configurations, new development) staff meet with various alders, neighborhood groups and businesses to gain input. In addition, TE staff actively work on community engagement with the NRT and attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods. This input is valuable in the agency's decision making process. As a part of our Vision Zero and Complete Green Streets projects a targeted engagement process called Let's Talk Streets is ongoing. TE provides Ped Bike safety classes to promote bike safety in schools and communities in neighborhoods throughout the City. Staff work closely with NRT to provide opportunities in collaboration with NRTs. TE also includes equity as part of the consideration when prioritizing projects and resources.

2022 Request & Sustainability

Traffic Engineering strives to effectively manage and operate the City's traffic system in ways to promote efficient roadway utilization and reduce traffic congestion and the associated pollution and fossil fuel consumption. We also focus on getting most of the existing infrastructure to reduce the need for roadway expansion.

We also employ advanced technologies such as centralized signal management system, adaptive traffic signals, connected vehicles and other smart city strategies to promote efficient and more sustainable traffic network. Our Smart City initiative has been recognized nationally.

TE maintains tens of thousands of electronics citywide and is looking ways to reduce our energy consumption, including the utilization of LED traffic signals, LED streetlights, solar powered products, and various operating strategies.

Traffic Engineering manages pedestrian and bicycle infrastructure improvements as well as education and

encouragement programs to promote public safety a more environmentally friendly form of transportation which reduces pollution and fuel use and reduces traffic congestion by decreasing the number of motorized vehicles on the road. We are also actively supporting Metro Transit initiatives to encourage more transit use in the City.

In addition, Traffic Engineering is collaborating with other agencies on a better transportation demand management program, to reduce the region's overall reliance on single occupancy vehicles while continuing to accommodate the region's rapid growth.

Major Changes in 2022 Operating Request

TE has two major changes to our 2022 Operating request:

1. Reduction in electrical expenses (\$120,000). TE is in the process of installing energy efficient LED streetlights and anticipated a significant savings in electrical usage generating savings.
2. A supplemental request for position changes, to help the agency to more proactively address the needs of a growing community and promote greater public safety with a stronger focus on equity and engagement.

Summary of Reductions

Our proposal includes six service reductions aimed at achieving an overall 5% savings target. Fully aware of the City's financial situation, we have to make some difficult choices to reduce our operating cost and help meet the City's cost saving goal.

1. Reduce electricity expenses (save \$120,000) due to energy savings as result of the citywide installation on new energy efficient LED streetlighting. This saving is already included in the agency's cost to continue budget.
2. Eliminate the printing of paper Bicycle maps (\$3,800 savings). Staff annually distribute paper bike maps to the public, bike shops, and community groups. It is costly and time consuming for City staff to update/format the bike map for printing and staff would continue to maintain an interactive bike map on TE's web page.
3. Increase employee payroll hours charged to Capital projects reducing TE operating payroll costs (\$60,000). TE has reviewed hours charged by employees to projects and believe employees are not charging the total actual hours worked on these projects. Supervisory Staff will regularly review employee hours charged to projects to make certain projects are accurate and projects are charged for all actual project work completed.
4. Leave a Communication Tech 1 position vacant in 2022 (\$75,091 savings). Due to system upgrades and the reliability of the radio system, we propose to delay filling this position. The potential impacts of not filling the position are the possibility of staff working additional overtime, delay in services for customers.
5. Reduce funding for the City's 2022 epoxy pavement marking contract (\$120,000 savings). This would reduce funding (reduced to \$50,000) for our contractor to remark epoxy pavement markings scheduled to be remarked in 2022. This is a standalone program and its reduction would cause epoxy pavement marking be less visible. However, we propose to keep \$50,000 to take care of the most critical needs in 2022. This reduction could be done once every other year if needed.
6. Reduce Hourly Seasonal funding in Pavement Marking, Services and Ped Bike sections (\$50,000 savings). This would reduce the re-painting of crosswalks for 2022 and other agency work. This reduction would cause some pavement marking becoming less visible and certain traffic engineering services being cut, but this would still allow some hourly seasonal staff to respond to some of the most critical needs.

Supplemental Request

We are submitting a supplemental request that would help the agency to more proactively address the needs of a growing community and promote greater public safety with a stronger focus on equity and engagement. This request includes position changes in our Traffic Signal and Bicycle & Pedestrian Services.

Traffic Signal Service

Electrical Operations Supervisor: This would be a new position to oversee electrical field staff. The costs of this position would be \$131,000 (\$104,935 salary, \$24,201 benefits, and \$2,000 supplies). Currently, the section is directly supervised by the Field Operations Manager (which does not align with the supervisory structure of the other agency sections), and the lead worker for the section splits time between installing/maintaining equipment in the field and administrative/design functions.

The workload for this section has increased dramatically in recent years in terms of sheer quantity and types of devices and the technical complexity of those devices. Below is a high level summary comparing level of devices installed since 2014 (data available) and that are maintained by TE staff:

Traffic Control Device Quantity	2014	2021
Signalized Intersections (Located in the City and the County)	313	352 (up 12%)
RRFBs (Pedestrian warning signals)	15	97 (up 480%)
Speed Display Boards	18	78 (up 333%)
Traffic Condition Cameras	51	200 (up 292%)
City maintained Streetlight Circuits	309	340 (up 10%)
Diggers Hotline/mark TE facilities for underground projects		Up 50% in 10 years

TE is responsible for maintaining a rapidly growing network of fiber communication network. TE staff will also be required to work with telecommunication companies to allow them to install small cell devices on City poles. The full impact of this program is unknown but will be likely be time consuming for electrical staff.

In addition, TE electrical staff are currently involved in a capital project replacing the current City’s Streetlights with energy efficient LED Street lights. This position would give staff additional time to work with TE engineers and other City staff to find better strategies to gain more input from people of color, low income communities, the disabled and other historically marginalized groups and make decision to be responsive to the entire City.

Bicycle & Pedestrian Services

Reclass of the part time (60%) Bicycle Registration Coordinator to a full time, Pedestrian Bicycle Civil Tech Position. The additional costs of converting this position would be \$32,000

The new position would provide technical support for City safety and pedestrian improvement programs

July 28, 2021

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such as Safe Streets Madison, Vision Zero, Complete Green Streets, and Safe Routes to Schools. These new safety programs require more staff time to manage, review, design and report on the requests while also increasing the demands on the staff tasked with timely implementation in the field. This position along with other City Staff would work to garner more input and engagement regarding public safety concerns from people of color, low income communities, the disabled and other historically marginalized groups.

I look forward to meeting with you to discuss our proposal.

A handwritten signature in black ink that reads "Yang Tao". The signature is written in a cursive, flowing style with a long horizontal line extending from the end of the name.

Yang Tao, PhD, PE
City Traffic Engineer

c.c. Deputy Mayors
Budget & Program Evaluation Staff
Keith Pollok
Mark Winter
Phil Nehmer
Tom Lynch

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Bicycle & Pedestrian Services

SERVICE NUMBER:

458

SERVICE DESCRIPTION:

This service guides bicycle and pedestrian planning and infrastructure improvements as well as oversees education, encouragement, and outreach. Beginning in 2021, this service also began administration of the Crossing Guard program. The goal of this service is to ensure safe, efficient, equitable and accessible walking and biking infrastructure along with increasing public awareness of pedestrian and bicycle safety.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$338,400	\$351,885	\$359,219	\$978,595	\$1,126,050	\$1,156,228
Other-Expenditures	\$29,604	\$81,816	\$50,809	\$99,540	\$26,848	\$26,848
<i>Total</i>	<i>\$368,004</i>	<i>\$433,701</i>	<i>\$410,028</i>	<i>\$1,078,135</i>	<i>\$1,152,898</i>	<i>\$1,183,076</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$272,241	\$325,096	\$346,747	\$941,315	\$1,005,466	\$1,033,039
Non-Personnel	\$37,856	\$30,700	\$21,837	\$33,558	\$33,545	\$36,150
Agency Billings	\$57,908	\$77,905	\$41,444	\$103,262	\$113,887	\$113,887
<i>Total</i>	<i>\$368,005</i>	<i>\$433,701</i>	<i>\$410,028</i>	<i>\$1,078,135</i>	<i>\$1,152,898</i>	<i>\$1,183,076</i>
FTEs		2.58		5.12	5.28	5.28

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The City's Comprehensive plan calls for the city to "expand and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation." This goal is the primary objective of this service.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Develop and adopt citywide pedestrian and bicycle plan	25	Staff will work to update plans that incorporate modern design principles and that will increase the mode share for walking and biking. This includes developing winter maintenance plans that support year round walking and bicycling and that are financially sustainable.
Work to close gaps in the pedestrian and bicycle network	20	Staff will work with engineers to develop projects that will close gaps in the network and ensure improvements equitably benefit low-income neighborhood.
Identify opportunities to improve existing facilities	20	Develop projects that improve the current pedestrian bicycle network through the use of innovate infrastructure.
Provide bicycle educaon and encouragement programs	20	Traffic Engineering provides pedestrian and bicycle safety education in schools and communities in neighborhoods throughout the City, with an emphasis on the underserved areas.
	15	

Manage the addition of end-of-trip and other support

Support the addition of infrastructures such as wayfinding signage, bicycle parking, pedestrian flags, repair stations, bikeshare station and information kiosks.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?
none

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1100	\$27,404	City Traffic Engineer allocation changed to reflect changes, creation of Transportation and PU re-alignment
Benefits		\$7,092	City Traffic Engineer allocation changed to reflect changes, creation of Transportation and PU re-align ment
Total		\$34,496	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	45804	\$8,500	Move to pavement marking services as hourly employees are more offer used to install pavement markings.
Total		\$8,500	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1100	45800	\$2,200	TE restored uniform budget for crossing guards and and reduced equipment supplies expenses

Insert item

Explain the assumptions behind the requested funding.

There has been no agency policy change regarding providing a uniform allowane to crossing guards.

What is the justification behind the increased funding?

2021 uniform budget should be restored as no policy changes have been made.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

TE's Bicycle and Pedestrian section (Ped Bike) proactively works with BIPOC communities to gain their input and values that input in decision making processes. The Ped Bike section weighs the needs of BIPOC communities when determining new Ped Bike Enhance Projects that are chosen. Also, the Pedestrian Bicycle Education program provides train to children in schools and community centers in NRT neighborhoods throughout the City.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Ped Bike section seeks to be inclusive in its provision of services to city neighborhoods.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Ped Bike section works with NRTs to gain input in decision making processes.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

NRTs, Neighborhood organizations, alders

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No major changes to budget

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

The Ped Bike section will continue to seek to be inclusive in its provision of services to city neighborhoods.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$429,675.8

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

\$3,800

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Eliminate funding for the purchase of bike maps	3,800	Staff annually distribute paper bike maps to the public, bike shops, and community groups. It is costly and time consuming for City staff to update/format the bike map for printing and staff would continue to maintain an interactive bike map on TE's web page.

Insert item

Total	\$3,800	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$3,800	Annual cost to print bike maps
Agency Billings		
Total	\$3,800	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Designing and formatting of bike maps has become time consuming for City staff. An interactive map is already available on the City website.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Individual and bike shops who are accustomed to getting paper maps may complain. Staff can make individuals aware of the online bike map resources available.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Address growth and promote equity/engagement: Reclass ped Bike position to full time Civil Tech	32000	Initiative to better address the needs of a growing community and promote greater public safety with a stronger focus on equity and engagement. This request includes position changes in our Ped Bike and Traffic Signal Services.

Insert item

Total	32,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	32,000	Convert Part time Ped Bike position to full time Ped Bike Tech (\$32,000)
Non-Personnel		
Agency Billings		
Total	32,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

1100-45800 Ped Bike Service \$32,000

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This change would be ongoing payroll expenses.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The relased position would provide technical support for City safety and pedestrian improvement programs such as Vision Zero, Complete Green Streets, and Safe Routes to Schools. These new safety programs require more staff time to manage, review, design and report on the requests while also increasing the demands on the staff tasked with timely implementation in the field.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Communications

SERVICE NUMBER:

454

SERVICE DESCRIPTION:

This service is responsible for: (1) two-way radios and associated electronic equipment, (2) municipal communications systems, and (3) communications equipment for the City and other public entities. The goal of this service is to maintain and repair the current emergency communication system and radios.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$512,218	\$666,072	\$567,295	\$1,059,459	\$1,102,877	\$1,068,077
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$512,218	\$666,072	\$567,295	\$1,059,459	\$1,102,877	\$1,068,077
<i>Budget by Major</i>						
Revenue	(\$104,389)	(\$127,900)	(\$114,931)	(\$135,200)	(\$135,200)	(\$146,453)
Personnel	\$949,274	\$1,035,111	\$1,018,492	\$1,057,262	\$1,085,281	\$1,085,281
Non-Personnel	\$90,835	\$107,749	\$133,563	\$656,698	\$656,382	\$642,584
Agency Billings	(\$423,501)	(\$348,888)	(\$469,828)	(\$519,301)	(\$503,586)	(\$513,335)
Total	\$512,218	\$666,072	\$567,295	\$1,059,459	\$1,102,877	\$1,068,077
FTEs		9.27		10.27	10.27	10.27

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

This service provides for greater public safety for City of Madison and certain Dane County residents as it helps to assure them that in the case of an emergency the appropriate first responders will be contacted.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Repairs the City's emergency communication system	50	The city maintains and repairs equipment at eight radio tower locations including the 911 center. They also maintain and repair portable and handheld radios and miscellaneous electronics.
Maintain interoperability with Dane County 911 Ctr	20	Dane County and the City of Madison maintain separate emergency radio system, however both receive calls from the 911 Center . It is crucial that both of these systems are compatible.
Installs emergency radio equipment in vehicle	30	TE Com staff installs communication equipment in police, fire, and other agencies with in the City and agencies through out Dane County .

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? (\$34,800.21)

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

None. The reduced budget was arrived at by increased communication charges to outside entities and reduced contract expenses.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1100	4500	\$11,253	net revenue increase
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

TE has increase the rate it charges outside entities to better reflect its actual costs related to the Motorola support/maintenance contact.

What is the justification behind the proposed change?

TE believes these rates are more reflective of its actual costs and does not wish to subsidize other entities' communication costs.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

TE provides communication radios for City and Fire department and other City public works agencies. Staff works hard to make sure radios function in all areas of the City/

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$429,675.8

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

\$75,091

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Leave a Communication Tech 1 position vacant	75,091	Leave a Communication Tech 1 position vacant in 2022
<input checked="" type="checkbox"/> Insert item		
Total	\$75,091	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$75,091	Leave a Communication Tech 1 position vacant in 2022 (\$75,091 savings). Due to system upgrades and the reliability of the radio system, the immediate need to fill this position is diminished for 2022. The potential impacts of not filling the position are the possibility of staff working additional overtime, delay in services for customers.
Non-Personnel		
Agency Billings		
Total	\$75,091	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Due to system upgrades and the reliability of the radio system, the immediate need to fill this position is diminished for 2022.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The potential impacts of not filling the position are the possibility of staff working additional overtime, delay in services for customers.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Pavement Markings

SERVICE NUMBER:

453

SERVICE DESCRIPTION:

This service performs an annual pavement marking inventory. The service is also responsible for the maintenance of the following: centerline, lane line, crosswalk, bike path, speed hump, and other similar markings. The goal of this service is to provide greater clarity and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control pavement markings.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$791,281	\$876,291	\$854,187	\$1,005,330	\$1,019,145	\$1,050,249
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$791,281</i>	<i>\$876,291</i>	<i>\$854,187</i>	<i>\$1,005,330</i>	<i>\$1,019,145</i>	<i>\$1,050,249</i>
<i>Budget by Major</i>						
Revenue	(\$6,328)	\$0	(\$7,328)	\$0	\$0	(\$5,000)
Personnel	\$467,208	\$490,299	\$500,333	\$590,296	\$591,560	\$630,060
Non-Personnel	\$266,192	\$294,078	\$279,872	\$294,114	\$294,107	\$291,711
Agency Billings	\$64,209	\$91,914	\$81,311	\$120,920	\$133,478	\$133,478
<i>Total</i>	<i>\$791,281</i>	<i>\$876,291</i>	<i>\$854,187</i>	<i>\$1,005,330</i>	<i>\$1,019,145</i>	<i>\$1,050,249</i>
FTEs		3.67		5.67	5.67	5.67

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Pavement Markings provide a clearer demarcation between different modes of transportation (bicycles, pedestrians, and motor vehicles) and help to guide traffic more safely through intersecons and locations that otherwise might be considered hazzardous .

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Design pavement marking layouts	40	TE staff designs pavement marking needs based on condition of existing markings and public safety need to prioritize the material, location and type of replacement pavement markings.
Install pavement markings	45	TE field staff paint pavement markings throughout the city to help guide bicycles, pedestrians and motorists
Oversee epoxy pavement Marking contractor	15	TE hires a contractor to install epoxy pavement marking in high traffic locations as they are more cost effective and durable in this setting.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$31,104.14

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

All hourly employees sarlaries were consolidation to this org as it is the primary function and responsibilities of these employees.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	1100	\$125,000	consolide hourly funding from orgs 45600,45804, 45304
Total		\$125,000	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
1100	45300	\$5,000	to reflect projected pavement marking/billing working to other municipalities

Insert item

Explain the assumptions behind the change to budgeted revenue.

This increased amount is largely based on regular prior year revenues received.

What is the justification behind the proposed change?

This increased amount is largely based on regular prior year revenues received.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1100	45400	\$11,614	The estimate assumes a 11% increase in pavement marking supplies.
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

The estimate assumes a 11% increase in pavement marking supplies.

What is the justification behind the increased funding?

Agency annual re-estimates expenses based on usage.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Older, marginalized and lower-income people are more likely to be walking and crossing roadways. This service fabricates, installs and maintains pavement markings on the roadways with the goal of providing clear and consistent guidance for drivers around pedestrian crossing areas.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$372,285.4

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

\$170,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce funding for Seasonal Hourly employees	50,000	TE hires employees to paint cross walks each summer. All hourly season budget was consolidated to pavement markings(\$125,000). This reduction would leave \$75,000 to hire hourly employees to paint crosswalks.
Eliminate Funding for the City's Epoxy Pavement Marking contract	120,000	TE has 3-year contracted (2020-2022) with a company to remove/replace and maintain pavement marking in the City. The contract has a provision which allows the City to opt out it if the City does not have sufficient funding.
Insert item		
Total	\$170,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$50,000	This proposal would reduce the number of hourly crosswalk crew employees and fewer crosswalks would be re-marked.
Non-Personnel	\$120,000	This proposal would reduce 2021 funding for maintaining/repairing epoxy pavement markings.
Agency Billings		
Total	\$170,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No, not applicable

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

For clarification, we have made proposal to eliminate funding or a portion of the hourly employees funding in prior budget reduction plan but we have never proposed eliminating funding for the epoxy contract. Identifying a 5% budget reduction with out laying-off permanent employees is very difficult. Both of these are standalone agency programs and organizationally would be relatively simple suspend or reduce for one year. Alternatively, if we were to reduce several agency work supplies/service accounts to meet this 5% cut, it would become very difficult for employees to have the resources to effectively maintain city infrastructure and facilities.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

This proposal would effectively suspend the maintenance/replacement of epoxy pavement markings in 2021. Those markings that are due to be replaced in 2021 would not be remarked and would likely become less visible. TE staff does not have the equipment or expertise to install epoxy marking so not much could be done to mitigate. Paint cannot be effectively be used over epoxy markings as it will not adhere to pavement. It is likely that public complaints to TE and alders would increase and public safety would likely be reduced.

This proposal would also reduce funding for the hourly seasonal employees. Under this proposal, the nighttime crosswalk crew would be suspended for 2021. Crosswalk would likely become less visible. TE permanent staff may be able to re-paint certain crucial crosswalk but not not most. It is likely that public complaints to TE and alders would increase and public safety would likely be reduced.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Services

SERVICE NUMBER:

456

SERVICE DESCRIPTION:

This service, in conjunction with the Transportation Commission, provides leadership for traffic safety programs and assists on the overall transportation and traffic planning, design, and transportation engineering for the City. Staff assist neighborhoods and other government entities in planning transportation improvements. The goal of this service is efficient development with minimal negative impacts on traffic safety and efficiency on City streets and neighborhoods.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,269,077	\$1,365,827	\$1,399,939	\$1,496,689	\$1,448,052	\$1,453,751
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,269,077</i>	<i>\$1,365,827</i>	<i>\$1,399,939</i>	<i>\$1,496,689</i>	<i>\$1,448,052</i>	<i>\$1,453,751</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,151,767	\$1,306,831	\$1,294,859	\$1,337,470	\$1,278,611	\$1,283,110
Non-Personnel	\$23,967	\$16,040	\$12,248	\$10,744	\$10,499	\$11,699
Agency Billings	\$93,342	\$42,956	\$92,833	\$148,475	\$158,942	\$158,942
<i>Total</i>	<i>\$1,269,077</i>	<i>\$1,365,827</i>	<i>\$1,399,939</i>	<i>\$1,496,689</i>	<i>\$1,448,052</i>	<i>\$1,453,751</i>
FTEs		11.06		11.58	11.06	11.06

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

A goal of this service is to provide effective and efficient government services to various ROW permit applicants and assisting and providing feedback to developers in the plan review process.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Review and approve right-of-way permits	25	Review plans for proposed use of the public right-of-way to make certain public safety and pedestrian and traffic flow.
Plan Review and Enforcement	15	Review projects and development that may affect public safety and traffic flow and issue citations if warranted.
Conduct traffic studies	25	Staff conduct traffic studies or counts to determine traffic by mode in order to determine appropriate traffic control devices or street geometry needs.
Maintain and update agencies mapping system	35	Staff maintains Cityworks system which is a database, which tracks agency workflow, and spatially plots city assets.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

422

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

Estimates slightly reduced service and supply objects.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages	1100	\$27,405	City Traffic Engineer allocation changed to reflect changes, creation of Transportation and PU org re-alignment
Benefits		\$7,094	City Traffic Engineer allocation changed to reflect changes, creation of Transportation and PU org re-alignment
Total		\$34,499	

Explain the assumptions behind the allocation change.

After the Department of Transportation (DOT) was created, oversight of the Parking Utility was transferred from Traffic Engineering to DOT.

What is the justification behind the allocation change?

The Traffic Engineer no longer oversees the PU and position allocation needed to be changed to reflect this.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	1100	\$30,000	move to pavement marking hourly as hourly staff typically are used to paint crosswalks.
Total		\$30,000	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	45600	\$422	2020 actuals high, likely to return to average

Insert item

Explain the assumptions behind the requested funding.

Funding slightly reduce based on projected purchasing.

What is the justification behind the increased funding?

Funding slightly reduce based on projected purchasing

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Older, marginalized and lower-income people are more likely to become pedestrian fatalities than other groups. This service maintains and enforces the use of the right-of-way by contractors. Many times this includes working with contractor to provide adequate pedestrian accommodations during construction thereby maintaining a safe pedestrian network for people walking.

Marginalized and lower-income neighborhoods may not have the resources to request or meet standard criteria to get funding for pedestrian/bicycle improvements. This service conducts the traffic studies and compiles the data needed to create and rank the annual Ped/Bike Enhancement Projects List. The project list takes into account equity and inclusion by considering social and demographic factors such as NRT area, minority presence or housing assistance.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$372,285.4

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

\$30,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Eliminate funding for hourly employees for Services section.	30,000	TE would not hire an hourly employee in 2021 to help it's mapping section. Our mapping section supports the function of all the sections and, thus promotes public safety, this position could have further assisted in this goal.
Insert item		
Total	\$30,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$30,000	TE would not allowed to be able to hire an hourly employee in 2021.
Non-Personnel		
Agency Billings		
Total	\$30,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No, not applicable

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Identifying a 5% budget reduction with out laying-off permanent employees is a difficult task. Funding for Services hourly seasonal employees would be organizationally simple option to suspend for one year. However, if we were to reduce several agency work supplies/service accounts to meet this 5% cut, it would become very difficult for employees to have the resources to effectively maintain city infrastructure and facilities

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

The summer hourly employee would assist in Services section mission to map and maintain records of Agency infrastructure to promote agency goal of efficient and safe traffic flow. Eliminating this funding would negatively impact these goal. Other staff would need to take on these tasks.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Signals

SERVICE NUMBER:

455

SERVICE DESCRIPTION:

This service is responsible for the installation, operation, and upkeep of traffic signals. Specific activities include: (1) studies, planning, and design associated with new installations, (2) review, revision, and modernization for existing signalized intersections, and (3) installation and maintenance of fiber optics. The goal of this service is safer intersections through maintenance and repair the City's traffic signals.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$681,055	\$803,625	\$588,264	\$833,800	\$823,357	\$844,167
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$681,055</i>	<i>\$803,625</i>	<i>\$588,264</i>	<i>\$833,800</i>	<i>\$823,357</i>	<i>\$844,167</i>
<i>Budget by Major</i>						
Revenue	(\$635,172)	(\$794,960)	(\$758,277)	(\$769,960)	(\$769,960)	(\$745,000)
Personnel	\$931,972	\$1,166,743	\$944,989	\$1,148,312	\$1,110,399	\$1,110,399
Non-Personnel	\$337,198	\$359,870	\$419,352	\$366,966	\$394,436	\$390,286
Agency Billings	\$47,057	\$71,972	(\$17,800)	\$88,482	\$88,482	\$88,482
<i>Total</i>	<i>\$681,055</i>	<i>\$803,625</i>	<i>\$588,264</i>	<i>\$833,800</i>	<i>\$823,357</i>	<i>\$844,167</i>
FTEs		10.55		11.55	10.95	10.95

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

The repair and maintenance of traffic signals is essential for the safe efficient flow of traffic throughout the City of Madison and surrounding areas. TE engineering staff are also working with other agencies and planning for the City BRT project and how traffic signals will be adapted to prioritize transit vehicles busses to allow them to pass through signalized intersections more quickly.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Maintaining and repairing traffic signals	70	Field staff provide routine maintenance, repairs, and emergency response to equipment failures and knocked down traffic signals.
Maintaining and repairing fiber conduit	20	Field staff provide routine maintenance, repair, and emergency response to equipment failures and fiber breaks due to extreme weather or a contractor damage.
Adjusting traffic signal timing	10	Staff remotely or locally adjust traffic signals to adapt to special events, crashes, flooding, road closures, etc.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

\$20,809.56

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

None expected.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▼

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
1100	45500	(\$24,959)	New change revenues

Insert item

Explain the assumptions behind the change to budgeted revenue.

Revenue is based on three-year average.

What is the justification behind the proposed change?

Average revenues projection

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description
1100	4550	\$8,700	re-estimate expenses based on three year average and additional purchase of PPEs and cleaning materials (Covid)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

We are not re-estimate expenses based on three year average and increased safety supply expense due to Covid

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Traffic signals assist in serving the transportation needs for the community as a whole. Increasingly, traffic signal infrastructure is being installed to accommodate pedestrian, bicycle and transit modes with the intention of benefiting all users within the City.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

When warranted, traffic signals benefit all roadway users in communities & neighborhoods by promoting orderly operations in & immediately adjacent to intersections.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Traffic signals are considered with public works & development projects, as safety enhancement projects & by the City's annual Traffic Signal Priority program. These are vetted via public informational meetings & commissions.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Feedback related to existing traffic signals & new requests are routinely received via communications with Alders, MPD, Metro, school crossing guards. Requests for new signals are evaluated through the annual Traffic Signal Priority program subject to approval by the Transportation Commission.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

The proposed budget should continue to equitably serve our communities.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

Continued use of the City's website, public informational meetings, the Traffic Signal Priority program & direct communication with stakeholders.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$429,675.8

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

\$70,694.0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Increase employee payroll hours charged to Capital projects	60,000	TE has reviewed hours charged by employees to projects and believe employees are not charging the total actual hours worked on these projects. Supervisory Staff will regularly review employee hours charged to projects to make certain projects are accurate and projects are charged for all actual project work completed. This proposal would include other orgs but traffic signal would be the largest.
<input type="checkbox"/> Insert item		
Total	\$60,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$60,000	Increase employee payroll hours charged to Capital projects reducing TE operating payroll costs
Non-Personnel		
Agency Billings		
Total	\$60,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No, non-applicable

Has this reduction been proposed in prior years?

No ▼

Does the proposed reduction result in eliminating permanent positions?

No ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

TE management staff have reviewed hours charged by employees to projects and believe employees are not charging the total actual hours worked on these projects. Supervisory Staff will regularly review employee hours charged to projects to make certain projects are accurate and projects are charged for all actual project work completed.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

This proposal would increase cost to projects potentially decreasing the amount of projects to be completed. TE would include these increased payroll costs when estimating total project expenses.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Address growth and promote equity/engagement: New Electrical Operation Supervisor	133000	Initiative to better address the needs of a growing community and promote greater public safety with a stronger focus on equity and engagement. This request includes position changes in our Ped Bike and Traffic Signal Services.

Insert item

Total	133,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	131,000	This would be a new position to oversee electrical field staff
Non-Personnel	2,000	new supply expenses
Agency Billings		
Total	133,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

1100-45600 Traffic Signal \$133,000

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

These increases are personnel related and would be permanent.

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

If yes, which agencies?

Describe why the proposed increase is critical.

This position would help address the rapidly growing workload for this section. The amount work required of this section has increased dramatically in recent years in terms of sheer quantity and types of devices and the technical complexity of those devices (signals, lights, cameras, Diggers Hotline Calls, small cell device requests). In addition, TE staff are involved in replacing streetlight with energy efficient LEDs. Lastly, this position would give staff additional time to work with TE engineers and other City staff to find better strategies to gain more input from people of color, low income communities, the disabled and other historically marginalized groups and make decision to be responsive to the entire City.

V2 062821

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Signing

SERVICE NUMBER:

451

SERVICE DESCRIPTION:

This service is responsible for fabricating, installing, replacing, repairing, and maintaining street signs. Specific activities include: (1) an annual inventory of all signs to determine condition and proper location, (2) studies to determine the need for new signs, (3) upkeep and maintenance of signs and guard rails, and (4) installations and removals of barricades and signs for special events and to individuals with street-use permits. The goal of this service is to provide clear, concise, and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control signage.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,122,305	\$1,114,472	\$1,194,404	\$1,106,582	\$1,187,465	\$1,197,365
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,122,305	\$1,114,472	\$1,194,404	\$1,106,582	\$1,187,465	\$1,197,365
<i>Budget by Major</i>						
Revenue	(\$176,684)	(\$96,000)	(\$144,481)	(\$102,000)	(\$102,000)	(\$99,000)
Personnel	\$1,195,613	\$1,111,420	\$1,262,856	\$1,051,658	\$1,121,090	\$1,121,090
Non-Personnel	\$96,933	\$81,808	\$79,792	\$85,327	\$84,911	\$83,411
Agency Billings	\$6,443	\$17,244	(\$3,763)	\$71,597	\$83,464	\$91,864
Total	\$1,122,305	\$1,114,472	\$1,194,404	\$1,106,582	\$1,187,465	\$1,197,365
FTEs		9.17		12.17	12.77	12.77

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Signs are installed to improve public safety inform, guide and control traffic, including pedestrians, motor vehicle drivers and bicyclists. These devices are usually placed adjacent, over or along the highways, roads, traffic facilities and other public areas that require traffic control.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Design signage plans	15	TE engineers develop sign plans that are designed to improve public safety and traffic flow.
Fabricate and Install signs	80	TE field staff manufacture and install signs throughout the City.
Facilitate special events with traffic control equipment	5	TE engineers work with special event planners and other agencies to design plan to accommodate event in a safe manner. Field staff place signage and barricades needed for these events.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

18,400

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

No significant changes.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▾

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▾

Are you proposing an increase or a decrease to the budgeted revenue?

▾

Fund	Major	Amount	Description
1100	45100	\$3,000	re-estimate revenues from signs knocked by public, 3 year average

Insert item

Explain the assumptions behind the change to budgeted revenue.

Minor change based on revenue projection

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▾

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Older, marginalized and lower-income people are more likely to be walking and crossing roadways. This service fabricates, installs and maintains signage along the roadways with the goal of providing clear and consistent guidance for drivers around pedestrian crossing areas.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Streetlighting

SERVICE NUMBER:

452

SERVICE DESCRIPTION:

This service manages all street lights within the City of Madison. Specific activities include: repairing and maintaining light poles, bases and luminaries, and repairing all damage resulting from crashes. This includes design of new lighting installations and evaluating the need for changes in the existing systems and lighting units for specific neighborhood needs. The goal of this service is to maintain and repair street lighting and bike path lighting infrastructure.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$1,760,382	\$1,729,547	\$1,788,978	\$1,864,765	\$1,886,570	\$1,823,680
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,760,382</i>	<i>\$1,729,547</i>	<i>\$1,788,978</i>	<i>\$1,864,765</i>	<i>\$1,886,570</i>	<i>\$1,823,680</i>
<i>Budget by Major</i>						
Revenue	(\$130,449)	(\$186,000)	(\$154,732)	(\$141,000)	(\$141,000)	(\$126,000)
Personnel	\$608,708	\$496,194	\$664,911	\$603,028	\$623,113	\$623,113
Non-Personnel	\$1,290,940	\$1,380,532	\$1,314,148	\$1,376,413	\$1,376,404	\$1,298,514
Agency Billings	(\$8,817)	\$38,821	(\$35,349)	\$26,324	\$28,053	\$28,053
<i>Total</i>	<i>\$1,760,382</i>	<i>\$1,729,547</i>	<i>\$1,788,978</i>	<i>\$1,864,765</i>	<i>\$1,886,570</i>	<i>\$1,823,680</i>
FTEs		4.48		6.48	6.48	6.48

PRIORITY

Citywide Element Land Use and Transportation

Describe how this service advances the Citywide Element:

Streetlights are installed to promote public safety, as well as improve roadway user identification of transportation features as such as intersections, path/pedestrian crossing locations, or changes to roadway configuration. Police may request streetlights due to increased enforcement activities and many residents feel safer when lighting exists within the area.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Maintaining and repairing streetlights	90	Field staff provide routine maintenance, repairs, and emergency response to knocked down street lights and malfunctioning street light equipment.
Staff review of lighting installation requests	10	Technical evaluation of individual lighting installation requests by staff and coordination with field staff or utilities.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-\$77,900

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

None. This budget reflects significant net savings due to the City-wide installation of energy efficient LED Streetlighting.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
1100	45200	\$15,000	reduce revenue from other governments (obj 42410) to reflect actuals (\$10,000); increase rev from state agencies (obj 42210) by \$5,000.

Insert item

Explain the assumptions behind the change to budgeted revenue.

New Revenue projections base on three-year average and weighted 2020 revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	45200	\$4,000	Net increase among supply accounts

Insert item

Explain the assumptions behind the requested funding.

Based on actuals of supply accounts.

What is the justification behind the increased funding?

Re-estimate expenses based on three year average.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Streetlighting benefits all roadway users and make residents within the community as a whole feel more secure. Lighting criteria are defined by ordinance and can promote safety throughout the City.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	All residents & visitors will benefit by the uniform installation of streetlighting per ordinance.
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	Streetlighting is included with new plats, infill projects & public works projects. These are vetted via public informational meetings & commissions. Information related to smaller projects are shared through the City webpage & the petition process.
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	Streetlighting inquiries come the City through public feedback, development projects & requests by Alders or MPD.
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.	The proposed budget should continue to equitably serve our communities.
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?	Continued use of City's website, petitions, public informational meetings & direct communication with stakeholders.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$429,675.8

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

\$120,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Reduce energy usage for new LED Streetlights	120,000	Reduce electricity expenses due to energy savings as result of the installation on new energy efficient LED streetlighting. This saving is already include in the agency's proposed cost to continue budget.
<input checked="" type="checkbox"/> Insert item		
Total	\$120,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel	\$120,000	reduce electricity expenses due to energy savings as result of the installation on new energy efficient LED streetlighting.
Agency Billings		
Total	\$120,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

n/a

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

no

Describe why the proposed reduction was chosen.

Using energy efficient lighting allow the city to provide the same service while reducing costs.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

None

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description

Insert item

Total	0	
--------------	---	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

TransportationFunction: **Transportation***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	486,325	518,601	408,921	486,692	501,258	501,258
TOTAL	\$ 486,325	\$ 518,601	\$ 408,921	\$ 486,692	\$ 501,258	\$ 501,258

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transportation Management	486,325	518,601	408,921	486,692	501,258	501,258
TOTAL	\$ 486,325	\$ 518,601	\$ 408,921	\$ 486,692	\$ 501,258	\$ 501,258

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	363,784	374,822	294,645	349,025	361,512	361,512
Benefits	93,444	102,484	82,239	101,388	103,467	103,467
Supplies	2,739	4,500	135	4,500	4,500	4,500
Purchased Services	16,122	25,500	20,607	20,500	20,500	20,500
Inter Depart Charges	10,236	11,295	11,295	11,279	11,279	11,279
TOTAL	\$ 486,325	\$ 518,601	\$ 408,921	\$ 486,692	\$ 501,258	\$ 501,258



Department of Transportation

Thomas Lynch, PE, PTOE, PTP, AICP, Director of Transportation

Madison Municipal Building
215 Martin Luther King Jr Blvd
Suite 109
P.O. Box 2986
Madison, Wisconsin 53701-2986
Phone: (608) 266-4761
Fax: (608) 267-1158

To: Dave Schmiedicke, Finance Director
From: Thomas W. Lynch, PE, PTOE, PTP, AICP
Date: July 12, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The Department of Transportation is responsible for planning and maintaining each element of the City's transportation system, including bicycle, bus, freight, automobile traffic, parking, pedestrians, street, curb and right-of-way use, and public transit. Organizationally, leadership within this Department is responsible for the oversight of Metro Transit, Parking Division, and Traffic Engineering.

Major initiatives for 2022 include the design and implementation of Bus Rapid Transit, Vision Zero, Complete Green Streets, Metro Network Redesign, Vision Zero, and Transportation Demand Management ordinance.

COVID Recovery

Covid recovery has been a focus primarily of the Divisions within the Department of Transportation. The Parking Division has responded to a new service delivery model under greatly reduced revenue. Metro Transit put significant operational protocols put in place as well as revised route structures to fit available staff and rider demand. Traffic Engineering responded with innovative programs to address increased pedestrian and bicycle volumes. The Department of Transportation, while helping to guide these efforts, primarily has focused on long-term initiatives contained in the City's Comprehensive Plan.

2022 Request & Equity

The Department of Transportation's mission includes providing equitable transportation access to all residents. The current focus on improving transit access is an actionable item seeking to fulfill this part of the mission. Vision Zero initiatives seek to eliminate traffic fatalities and injuries, of which people of color are disproportionately affected. And the Department is seeking to equitably allocate neighborhood and bike/ped improvements to all Madison residents.

2022 Request & Sustainability

Transportation makes up about a third of all greenhouse gas emissions nation-wide. Most initiatives of the Department of Transportation seek to reduce Vehicle Miles Traveled (VMT), which in turn reduces greenhouse gas emissions and preserves the capacity of our existing transportation network. Specific initiatives that reduce VMT include Bus Rapid Transit, Transit Network Redesign, measures that increase Active Transportation (Complete Green Streets), as well as the Transportation Demand Management ordinance.

Major Changes in 2022 Operating Request

The current Cost to Continue budget proposal includes a 0.4 FTE Engineer 3 that is currently unfilled. Budget for the 0.4 FTE Engineer 3 was obtained by under-filling a Principle Planner position with a Planner 3 position. This was done in anticipation of the need for more technical assistance within the Department.

Summary of Reductions

With three staff members, it is difficult to identify reductions other than charging more staff time towards capital projects which staff time supports. If 11 percent of staff time were allocated towards capital projects, the 5 percent reduction target would be obtained. With the implementation of BRT, charging 11 percent towards capital projects is fully feasible.

Optional Supplemental Request

Two supplemental requests are proposed.

1. Engineer 3 - An additional \$12,500 would support the remaining 0.6 FTE of an Engineer 3 so that a full position can be obtained. This position would support Transportation Planning and Conceptual Engineering. The additional cost is based on an assumption that 15 percent of Transportation Department labor costs are allocated to capital projects.

2. Code Enforcement Officer – An additional \$38,200 would fund 0.5 FTEs of a Code Enforcement Officer to administer a proposed Transportation Demand Management (TDM) program. The TDM ordinance is expected to be introduced into council in fall of 2021. About \$23,000 of this funding would be recouped from program fees associated with the Development approval process. The remaining \$15,200 would be supported from the general fund. The 0.5 FTE Code Enforcement Officer would only be filled if the TDM ordinance is passed in the fall of 2021

c.c. Katie Crawley, Reuben Sanon
Ryan Pennington

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Transportation Department ▼

SELECT YOUR AGENCY'S SERVICE:

Transportation Management ▼

SERVICE NUMBER:

431

SERVICE DESCRIPTION:

This service is responsible for planning and maintaining each element of the City's transportation system, including bicycle, bus, freight, automobile traffic, parking, pedestrians, street, curb and right-of-way use, and public transit. Organizationally, leadership within this department is responsible for the oversight of Metro Transit, Parking Utility, and Traffic Engineering.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$486,325	\$518,601	\$408,921	\$486,692	\$501,258	\$501,258
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$486,325	\$518,601	\$408,921	\$486,692	\$501,258	\$501,258
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$457,228	\$477,306	\$376,884	\$450,413	\$464,979	\$464,979
Non-Personnel	\$18,861	\$30,000	\$20,742	\$25,000	\$25,000	\$25,000
Agency Billings	\$10,236	\$11,295	\$11,295	\$11,279	\$11,279	\$11,279
Total	\$486,325	\$518,601	\$408,921	\$486,692	\$501,258	\$501,258
FTEs		3.00		2.82	2.82	3.24

PRIORITY

Citywide Element Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Note the above budget information includes a 0.4 FTE Engineer 3 that is currently unfilled or allocated.

This service manages the three divisions primarily responsible for transportation within the City of Madison. It also seeks to implement strategies in the Imagine Madison Comprehensive Plan.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Transportation Management	20	Managing and supporting the Traffic Engineering, Parking, and Metro Transit divisions
Transportation Planning	35	Managing, coordinating, and performing transportation planning activities, such as corridor planning, parking studies, transportation demand management, and others.
Project Management	35	Managing and supporting key initiatives such as, Bus Rapid Transit, Complete Green Streets, Metro Route Redesign, and others.
Legislative Support and Public Interaction	10	

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

The budget shown above includes 6% charged to capital projects and a 0.4 FTE Engineer 3 that is unallocated and unfilled. This 0.4 FTE fits within the current cost to continue allocating 6% to capital projects.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? ▼

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

The

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▼

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

▼

Are you proposing an increase or a decrease to the budgeted revenue?

▼

Fund	Major	Amount	Description
General ?	<input type="text"/>	\$23,000	The Transportation Demand Management (TDM) Ordinance, if approved, will generate

Insert item

Explain the assumptions behind the change to budgeted revenue.

If the TDM ordinance is enacted, it would charge developers a fee to review their TDM plans. This fee would then be used to support a 0.5 FTE of Code Enforcer to administer the program.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

▼

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The cost to continue budget seeks to continue with Transportation Management services. Integral within the Department Mission is eliminating disparities that people of color and people of low income experience with respect to the City's transportation policies, programs, services, and destinations. MGO 3.14(2)(d)

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

This budget seeks to provide transportation access to all Madison residents. Several Department initiatives directly focus on transportation equity, which includes BRT, the Transit Network Redesign, and Complete Green Streets.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Department continues to evaluate how transportation policies and investments affect communities of color as well as lower incomes. All of the Department's initiatives involve outreach activities which seek input from BIPOC and marginalized communities.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Department of Transportation regularly works with City Engineering and DPCED.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Unknown

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We continue to coordinate with these stakeholders.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$25,063

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

\$25,063

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Allocate 11% of staff time to capital projects	25,063	Many staff hours within Transportation are spent on capital projects. Charging time to these project would appropriately allocate staff costs to the project that benefit from the hours.
Total	\$25,063	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$25,063	Allocate staff hours spent on capital projects to the capital projects that are benefitting from those hours.
Non-Personnel		
Agency Billings		
Total	\$25,063	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No mandated city services are affected by this change.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

City Engineering. Some capital projects that would be billed are managed by City Engineering.

Describe why the proposed reduction was chosen.

Service and expenses that support a capital project should be assigned to that capital project.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Concept Engineering and Planning	12500	This would support the remaining 0.6 FTE of an Engineer 3 so that a full position can be obtained. This position would support Transportation Planning and Conceptual Engineering. The additional cost is based on an assumption that 15% of Transportation Department labor costs are allocated to capital projects.
Transportation Demand Management Coordinator	38200	This would fund 0.5 FTEs of a Code Enforcement Officer to administer a proposed Transportation Demand Management program. About \$23,000 of this would be recouped from program fees associated with the Development approval process

Insert item

Total	50,700	
--------------	--------	--

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	50,700	
Non-Personnel		
Agency Billings		
Total	50,700	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

Much of the 0.6 FTE Engineer 3 position is being offset from increasing billing to capital projects. Leaving \$12,500 to be supported from the general fund.

The 0.5 FTE Code Enforcement Officer would only be filled if the TDM ordinance is passed in the fall of 2021. If passed, it is anticipated that \$23,000 of the \$38,200 would be recouped from program fees. The remaining \$15,200 would be supported from the general fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The Engineer 3 would continue to be supported from the general fund.

It is anticipated that TDM program fees will grow, and that a full 1.0 FTE program administrator could be fully supported within 5 or 6 years.

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

Yes

If yes, which agencies? HR and Traffic Engineering

Describe why the proposed increase is critical.

HR would have increased workload associated with filling the positions.

Traffic Engineering would have a small workload increase in administering payroll.

Some staff within Traffic Engineering could see a decrease in responsibilities if a TDM program administrator (Code Enforcement Officer) is hired.

Submit

V2 062821

Water**Function: Public Works***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Water Utility	45,882,963	45,232,406	45,619,591	45,600,921	45,582,700	46,453,823
TOTAL	\$ 45,882,963	\$ 45,232,406	\$ 45,619,591	\$ 45,600,921	\$ 45,582,700	\$ 46,453,823

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Water Quality	898,587	986,974	7,533,463	1,087,499	1,361,733	1,120,971
Water Engineering	2,253,257	2,006,758	2,096,144	2,193,586	1,988,540	2,716,208
Water Operations & Maintenance	10,122,867	9,908,211	10,891,511	12,815,340	12,608,348	12,377,546
Water Customer Service	2,601,328	3,031,380	2,885,349	3,070,915	2,935,122	3,181,643
Water Finance & Admin	30,006,926	29,299,083	22,213,123	26,433,581	26,688,957	27,057,455
TOTAL	\$ 45,882,963	\$ 45,232,406	\$ 45,619,591	\$ 45,600,921	\$ 45,582,700	\$ 46,453,823

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(133,361)	(138,000)	-	-	-	-
Charges For Services	(43,100,382)	(43,785,220)	(44,407,568)	(44,965,000)	(44,965,000)	(45,109,700)
Fine & Forfeiture	(251,660)	(242,300)	(179,540)	(59,000)	(59,000)	(222,200)
Investments & Other Contributions	(977,467)	(300,000)	(468,167)	(280,000)	(280,000)	(250,000)
Misc Revenue	(561,898)	(322,780)	(519,288)	(278,700)	(278,700)	(380,500)
Other Financing Source	(830,623)	(444,106)	(1,550)	(18,221)	-	(491,423)
Transfer In	(27,572)	-	(43,481)	-	-	-
TOTAL	\$ (45,882,963)	\$ (45,232,406)	\$ (45,619,592)	\$ (45,600,921)	\$ (45,582,700)	\$ (46,453,823)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	8,677,134	9,039,183	9,253,672	9,586,202	9,489,720	9,548,742
Benefits	3,751,270	2,804,480	3,006,979	3,031,255	2,943,448	2,991,583
Supplies	1,026,036	2,322,500	956,387	2,462,300	2,462,300	2,238,100
Purchased Services	4,240,842	5,430,000	4,216,393	5,100,790	4,763,123	5,980,476
Debt & Other Financing	29,926,286	27,646,350	22,493,949	18,968,000	19,479,011	19,292,500
Inter Depart Charges	843,701	949,893	904,194	1,098,441	1,091,165	1,071,322
Inter Depart Billing	(2,582,305)	(2,960,000)	(2,546,360)	(2,385,000)	(2,385,000)	(2,511,000)
Transfer Out	-	-	7,334,378	7,738,933	7,738,933	7,842,100
TOTAL	\$ 45,882,963	\$ 45,232,406	\$ 45,619,591	\$ 45,600,921	\$ 45,582,700	\$ 46,453,823



To: Dave Schmiedicke, Finance Director

From: Krishna Kumar, General Manager, Madison Water Utility

Date: July 12, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

Madison Water Utility (MWU) is comprised of 5 service lines; Water Quality, Water Engineering, Water Supply and Operations, Water Customer Service and Communication/Outreach and Water Finance and General Administration. Our 2022 operating budget request seeks to fund these service lines to enable them to meet their desired goals:

- Water Quality – ensure the delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act
- Engineering – use Asset Management and Water Master Plan to meet or exceed levels of service to our customers
- Water Supply and Operations – maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high quality water for consumption and fire protection
- Customer Service and Communication/Outreach – generate accurate water consumption and billing data to ensure proper billing; provide communication and community outreach for conservation and sustainability education
- 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

COVID Recovery

We anticipate our buildings being open to the public in 2022. We have prepared our 2022 operating budget request based on normal operations. We have experienced a change in consumption amongst our customer classes due to COVID in 2020 and 2021. Our 2022 budget assumes more people will return to work in 2022 thereby reducing our residential/multi-family/duplex revenues but increasing our commercial/industrial/governmental classes. We have begun charging late fees again per the PSC order and have included late fees in our 2022 operating budget.

2022 Request & Equity

MWU works with consultants and the PSC to set rates so that they are not overly burdensome on any one ratepayer. Our main replacement program is designed to replace and maintain our infrastructure on a consistent basis so that the cost is equally spread among all generations that receive the benefit of our distribution system. We are currently exploring potential ways to address water affordability issues while staying within regulatory guidelines.

2022 Request & Sustainability

MWU maintains a vehicle replacement program for over 100 vehicles and power equipment. This program has been updated to include green and energy efficient replacements as our fleet ages and replacements are required.

Major Changes in 2022 Operating Request

We have included an additional \$600,000 for tank painting in 2022. There was no tank painting included in our 2021 budget.

We are continuing to maintain or reduce expenses where applicable to build up our cash reserves.

We did not experience reduced revenues due to COVID. We did experience a change in consumption patterns amongst our classes. We have built our 2022 operating revenues based on a two year average in an attempt to account for the change in consumption patterns. We are projecting an overall revenue increase of \$560,000 in 2022 from 2021.

We closed 2020 with an operating cash balance of \$10.2 M; we anticipate an ending operating cash balance of \$9.4 M for 2021. The requested budget for 2022 is estimated to result in an operating cash balance of \$7.1 M.

Later this year, we are planning to submit a rate case to the WI Public Service Commission (PSC) to increase our water rates. We do not anticipate approval of this case and implementation of new rates until the end of 2022 at the earliest. As in years past, we have budgeted revenues based on current PSC approved rates.

c.c. *Christie Baumel, Deputy Mayor*
Christine Koh, Budget and Program Evaluation Manager
Stephanie Mabrey, Budget Analyst
Kathy Schwenn, Finance Manager

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Customer Service

SERVICE NUMBER:

864

SERVICE DESCRIPTION:

This service provides customer service for billing and meter operations to ensure accurate water consumption and billing data. This service also conducts the Water Utility's communication and community outreach for conservation and sustainability education, media relations, external communication, and promotion of the utility's water conservation initiatives. Communication and Community Outreach also develops Madison Water Utility's evolving crisis communication and strategic communication plans and oversees the Home Water Conservation, Water Wagon, and Got Water programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,607,602	\$3,031,380	\$2,885,349	\$3,070,915	\$2,935,122	\$3,181,643
Total	\$2,607,602	\$3,031,380	\$2,885,349	\$3,070,915	\$2,935,122	\$3,181,643
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,285,230	\$1,831,980	\$1,386,484	\$1,935,311	\$1,893,715	\$1,969,662
Non-Personnel	\$1,224,093	\$1,199,400	\$1,381,394	\$1,135,604	\$1,041,407	\$1,211,981
Agency Billings	\$98,279	\$0	\$117,471	\$0	\$0	\$0
Total	\$2,607,602	\$3,031,380	\$2,885,349	\$3,070,915	\$2,935,122	\$3,181,643
FTEs	0.00	18.31		20.11	20.11	21.00

PRIORITY

Citywide Element Green and Resilient

Describe how this service advances the Citywide Element:

The Water Utility strives to conserve the limited water resources of Madison through our conservation programs. We offer toilet rebates to customers that replace high water usage toilets with more efficient units. Customers have the ability to view their water usage in real time through our "My Water" program and can monitor and adjust their usage accordingly. Educational programs are offered throughout the year to the community to educate and inform citizens of the limited water resources available in Madison. We monitor the water going through our distribution system to minimize water loss. Our Customer Billing area works with citizens of Madison to identify potential causes of high water usage and potential undected leaks.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Bill for Services to Customers	50	Manage meter reading and customer billing data to provide monthly billings to 78,000 active accounts.
Manage Customer Inquiries	20	Conduct inquiries into customer accounts to address billing questions from ratepayers and support the services of the water utility.
Install, Inspect and Monitor Customer Meters and Installations	15	Conduct on-site visits to customer properties to install, inspect and replace customer meters to enable accurate consumption readings and provide reliable billings.
Communicate Water Utility Current Events and Promotions	15	Inform and communicate with the community regarding current operational and promotional initiatives at the Water Utility.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

MWU is including funding for an IT specialist. This position is housed in the IT budget but will be 100% funded by Water. 80% of this position is funded in the Customer Service resulting in a personnel cost increase of \$71,000.

MWU is currently working on switching the billing software from CIS to Tyler UB and the expected go live date is in 2022. With the switch over coming in 2022 we have budgeted increased costs to communicate with customers about the change and some added software expenses that are expected with the change over.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="2100"/>	<input type="text" value="\$57,000"/>	<input type="text" value="IT Specialist 3 80% (18/10) IT position #5001"/>
Benefits	<input type="text" value="2100"/>	<input type="text" value="\$14,000"/>	<input type="text" value="IT Specialist 3 80% (18/10) IT position #5001"/>
Total		<input type="text" value="\$71,000"/>	

Explain the assumptions behind the allocation change.

Dollars were based on job class for IT Specialist 3 using 2019 numbers.

What is the justification behind the allocation change?

Water has several computer systems that are used exclusively by Water and IT does not have the manpower to support all of our systems. Additionally we are moving to Tyler Utility Billing for our billing software and this will require additional IT support. This position will be in the IT budget but will be 100% funded by MWU.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text" value="2100"/>	<input type="text" value="\$53,000"/>	<input type="text" value="4 Meter Shop hourly workers"/> <input type="text" value="1 Communications Intern"/>
Total		<input type="text" value="\$53,000"/>	

Explain the assumptions behind the requested funding.

Meter Shop - 4 hourly @ \$16.67/hr for 600 hrs each
Communication Intern - 700 hours @ \$18.57/hr

What is the justification behind the increased funding?

The meter shop uses the additional workers to enable them to change out meters as required by the PSC schedule.
The summer communication intern works with our communications section on the water wagon events.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text" value="2100"/>	<input type="text" value="53"/>	<input type="text" value="\$50,000"/>	<input type="text" value="Budgeted additional expenditures due to conversion to Tyler UB"/>
<input type="text" value="2100"/>	<input type="text" value="54"/>	<input type="text" value="\$50,000"/>	<input type="text" value="Budgeted additional expenditure due to conversion to Tyler UB"/>

Insert item

Explain the assumptions behind the requested funding.

These increases are based on the assumption that MWU will be switching from CIS to Tyler UB in 2022.

What is the justification behind the increased funding?

In order to facilitate a smooth transition between the billing software programs there is a need for increased communication with customers to educate them about the change and the differences that they can expect to see as MWU transitions to a new software program (i.e what their bill is going to look like, how they can make on-line payments, how they can retrieve their water use information).

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Water Utility (MWU) is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

MWU is exploring potential ways to address water affordability as the costs of replacing and maintaining our infrastructure continues to increase causing our rates to increase. Water is an essential resource and keeping our rates affordable for all residents of Madison is a high priority.

MWU follows all City of Madison purchasing guidelines. By doing this, we ensure that all taxpayers have the opportunity to bid on goods and services needed by MWU. Madison offers a local preference on the bid scoring.

MWU follows all City of Madison Affirmative Action rules. By doing this, we ensure that all persons and businesses that receive our dollars are following best practices in regards to hiring.

MWU follows all City of Madison hiring rules. By doing this, we ensure that we are receiving a diverse pool of candidates and that MWU's workforce is diverse.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All consumers of Madison water benefit from the 2022 operating budget. The budget ensures that we are following our mission of providing safe and affordable water to the residents and visitors of Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

None.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MWU regularly works with community groups through our outreach when specific neighborhoods are affected by our operations. We attend community and neighborhood meetings to inform the residents and answer any questions. We have an informative website and social media presence to ensure that all residents are aware of our operations and how it might affect them.

When a neighborhood is affected by MWU work (flushing program, main break repair, etc) we communicate directly with each resident and/or leave material to inform them of the work that is being done and how it will impact them.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to be transparent and post on social media and our website as well as continue to attend community and neighborhood meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Engineering

SERVICE NUMBER:

862

SERVICE DESCRIPTION:

This service provides technical support, mapping, long-term planning, and direction to the Water Utility capital improvement and infrastructure renewal program. The goal of this service is to use Asset Management and Master Plan technology to meet and maintain levels of service to customers.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,253,257	\$2,006,758	\$2,096,144	\$2,193,586	\$1,988,540	\$2,716,208
<i>Total</i>	<i>\$2,253,257</i>	<i>\$2,006,758</i>	<i>\$2,096,144</i>	<i>\$2,193,586</i>	<i>\$1,988,540</i>	<i>\$2,716,208</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,434,748	\$1,476,558	\$1,525,886	\$1,588,648	\$1,575,870	\$1,572,908
Non-Personnel	\$549,211	\$530,200	\$443,803	\$604,938	\$412,670	\$1,143,300
Agency Billings	\$269,297	\$0	\$126,455	\$0	\$0	\$0
<i>Total</i>	<i>\$2,253,256</i>	<i>\$2,006,758</i>	<i>\$2,096,144</i>	<i>\$2,193,586</i>	<i>\$1,988,540</i>	<i>\$2,716,208</i>
FTEs	0.00	10.87		11.87	11.87	17.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

Water engineering provides a wide array of services associated with planning, developing, maintaining and managing the utility's asset infrastructure to ensure a desired level of service is provided to the community. Water engineering staff work closely with other city agencies in managing shared projects to improve efficiency and achieve shared goals.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Infrastructure Planning and Design	25	Internal development of infrastructure necessary to provide the utility's desired level of service.
Construction Project Management and Regulatory Compliance	35	Monitoring shared construction projects to determine specification requirements associated with the utility's infrastructure and maintain compliance with federal, state and local regulations.
GIS and Asset Management	20	Mapping systems infrastructure and monitoring conditions of water utility's system assets for planning and maintenance purposes.
Construction Inspection and Field Surveying	20	Monitor compliance with internal and contractor specifications to ensure facilities and systems are adequately constructed.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

This increase in the budget includes \$600,000 for a tank painting. MWU continues to build on its asset management plan. In addition to our Asset manager and our desire to continue to develop and grow our plan we are including additional \$122,500 for Asset Management services, Master Plan services and hydraulic modeling services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text" value="2100"/>	<input type="text" value="\$110,600"/>	<input type="text" value="Construction inspectors, engineering intern and mapping intern"/>
Total		<input type="text" value="\$110,600"/>	

Explain the assumptions behind the requested funding.

2 partial year interns at \$22,300 each.
3 construction inspectors at \$22,000 each

What is the justification behind the increased funding?

All of these positions provide high value and significant benefit to the Water Utility. The interns bring in highly qualified individuals that do excellent work. The construction inspectors fill a need to cover our construction projects during the summer.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text" value="2100"/>	<input type="text" value="54"/>	<input type="text" value="\$600,000"/>	<input type="text" value="Tank painting and consulting services"/>

Explain the assumptions behind the requested funding.

MWU will be repainting one of the tanks in 2022 and the cost estimate is based on previous cost estimates.

What is the justification behind the increased funding?

MWU trying to perform routine maintenance to reduce overall costs and extend the life of our assets instead of replacing them earlier.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Water Utility (MWU) is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

MWU is exploring potential ways to address water affordability as the costs of replacing and maintaining our infrastructure continues to increase causing our rates to increase. Water is an essential resource and keeping our rates affordable for all residents of Madison is a high priority.

MWU follows all City of Madison purchasing guidelines. By doing this, we ensure that all taxpayers have the opportunity to bid on goods and services needed by MWU. Madison offers a local preference on the bid scoring.

MWU follows all City of Madison Affirmative Action rules. By doing this, we ensure that all persons and businesses that receive our dollars are following best practices in regards to hiring.

MWU follows all City of Madison hiring rules. By doing this, we ensure that we are receiving a diverse pool of candidates and that MWU's workforce is diverse.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All consumers of Madison water benefit from the 2022 operating budget. The budget ensures that we are following our mission of providing safe and affordable water to the residents and visitors of Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

None.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MWU regularly works with community groups through our outreach when specific neighborhoods are affected by our operations. We attend community and neighborhood meetings to inform the residents and answer any questions. We have an informative website and social media presence to ensure that all residents are aware of our operations and how it might affect them.

When a neighborhood is affected by MWU work (flushing program, main break repair, etc) we communicate directly with each resident and/or leave material to inform them of the work that is being done and how it will impact them.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to be transparent and post on social media and our website as well as continue to attend community and neighborhood meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes

No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Finance & Admin

SERVICE NUMBER:

865

SERVICE DESCRIPTION:

This service is responsible for financial services including general accounting, financial reporting, regulatory reporting / compliance, budgeting, debt management and utility-rate management. The goal of this service is to provide accurate, reliable and transparent financial information to internal and external stakeholders while managing utility rates.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$17,046,324	\$29,299,083	\$22,213,123	\$26,433,581	\$26,688,957	\$27,057,455
Total	\$17,046,324	\$29,299,083	\$22,213,123	\$26,433,581	\$26,688,957	\$27,057,455
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	(\$46,453,823)
Personnel	\$4,003,776	\$719,440	\$3,189,241	\$742,696	\$535,821	\$785,106
Non-Personnel	\$15,247,579	\$30,625,750	\$21,212,042	\$27,009,563	\$27,471,814	\$27,717,027
Agency Billings	(\$2,205,031)	(\$2,046,107)	(\$2,188,160)	(\$1,318,678)	(\$1,318,678)	(\$1,444,678)
Total	\$17,046,324	\$29,299,083	\$22,213,123	\$26,433,581	\$26,688,957	(\$19,396,368)
FTEs		6.06		6.26	5.26	6.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

This service supports City-wide finance through the financial management of the water utility and the day to day processing of financial transactions, strategic planning and development of reliable reporting mechanisms to maintain equitable rates for its ratepayers. Water Utility finance also completes regulatory reporting and filing requirements.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Process Daily Financial Transactions (A/P, A/R, Payroll, Revenue, Reconciliations)	35	Complete daily entry of A/P invoices, utility payroll transactions, A/R and revenue reconciliations, daily approvals of MUNIS work, troubleshoot transactional processing issues.
Complete Month and Year-End Closing Activities	35	Process all activity that relates to the closing monthly transactional activities including reconciliations, coordinating with City Finance to make adjustments, reclassifying data and creation assets and monthly reports.
Creation of Periodic Reporting Including Annual Financial Statements and Annual PSC Report	20	Creation of monthly/quarterly/annual financial reports for use in decision making and analysis and presentation to the Water Board.
Budget Creation/Monitoring, Debt Management and PSC Rate Studies	10	Activities associated with the financial management of the water utility including establishing and maintaining earning and spending targets, financing of facility and infrastructure projects and the analysis and completion of rate studies with the PSC.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

MWU is including funding for an IT Specialist. This position is housed in the IT budget but will be 100% funded by Water. 20% of this position is funded in the Finance and Admin Service resulting in a personnel cost increase of \$18,000. Budget includes additional consulting services in 2022 for rate case (\$200,000) due to potential introduction of capital funding through expense depreciation and affordability funding.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	2100	\$14,000	IT Specialist 3 20% (18/10) IT position #5001
Benefits	2100	\$4,000	IT Specialist 3 20% (18/10) IT position #5001
Total		\$18,000	

Explain the assumptions behind the allocation change.

Dollars were based on job class for IT Specialist 3 using 2019 numbers.

What is the justification behind the allocation change?

Water has several computer systems that are used exclusively by Water and IT does not have the manpower to support all of our systems. Additionally we are moving to Tyler Utility Billing for our billing software and this will require additional IT support. This position will be in the IT budget but it will be 100% funded by MWU.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	2100	\$120,000	Accounting help at year-end to close books. Special project help.
Total		\$120,000	

Explain the assumptions behind the requested funding.

1 additional accountant 650 hours @ \$30/hr

What is the justification behind the increased funding?

MWU requires more manpower in the first quarter to close the prior year and prepare the PSC annual report. This is not required for the rest of the year so it has been our practice to hire an hourly to assist with year-end closing in order to complete the audit and prepare the financial statements and PSC Annual Report on time.

MWU is exploring work flow efficiencies which may result in the need for part-time help on a project by project basis.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
2100	4's	\$74,700	Changes in consumption classes

Insert item

Explain the assumptions behind the change to budgeted revenue.

Transition from residential consumption to other classes of consumption.

What is the justification behind the proposed change?

As restrictions from COVID have been changing MWU is expecting a transition from residential consumption back to other types of consumption. A two year average was used with the rates that were approved by the PSC in 2020 to estimate the revenues for 2022.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
2100	56	\$525,000	Principal and interest

Insert item

Explain the assumptions behind the requested funding.

These are the expected principal payments that MWU will expect for 2022.

What is the justification behind the increased funding?

During a given year MWU sets aside the cash that will be needed for the bond payment that is going to occur on 1/1 of the following year. Based on the bond and interest payment schedules this will be the cost that MWU will be experiencing during 2022.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Water Utility (MWU) is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

MWU is exploring potential ways to address water affordability as the costs of replacing and maintaining our infrastructure continues to increase causing our rates to increase. Water is an essential resource and keeping our rates affordable for all residents of Madison is a high priority.

MWU follows all City of Madison purchasing guidelines. By doing this, we ensure that all taxpayers have the opportunity to bid on goods and services needed by MWU. Madison offers a local preference on the bid scoring.

MWU follows all City of Madison Affirmative Action rules. By doing this, we ensure that all persons and businesses that receive our dollars are following best practices in regards to hiring.

MWU follows all City of Madison hiring rules. By doing this, we ensure that we are receiving a diverse pool of candidates and that MWU's workforce is diverse.

- a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services? All consumers of Madison water benefit from the 2022 operating budget. The budget ensures that we are following our mission of providing safe and affordable water to the residents and visitors of Madison.
- b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? None.
- c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback? MWU regularly works with community groups through our outreach when specific neighborhoods are affected by our operations. We attend community and neighborhood meetings to inform the residents and answer any questions. We have an informative website and social media presence to ensure that all residents are aware of our operations and how it might affect them.

When a neighborhood is affected by MWU work (flushing program, main break repair, etc) we communicate directly with each resident and/or leave material to inform them of the work that is being done and how it will impact them.
- d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently. No.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process? We will continue to be transparent and post on social media and our website as well as continue to attend community and neighborhood meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

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

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description

Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Operations & Maintenance

SERVICE NUMBER:

863

SERVICE DESCRIPTION:

This service provides the maintenance, repair, and replacement of the water distribution system, as well as the maintenance, repair, and replacement of deep wells, booster stations, and facilities/properties. The goal of this service is to maintain and upgrade the water supply system to insure customers are provided with an adequate quantity of high quality water for consumption and fire protection.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$10,457,247	\$9,908,211	\$10,891,511	\$12,815,340	\$12,608,348	\$12,377,546
Total	\$10,457,247	\$9,908,211	\$10,891,511	\$12,815,340	\$12,608,348	\$12,377,546
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$5,162,680	\$7,066,711	\$5,573,555	\$7,515,412	\$7,318,504	\$7,429,046
Non-Personnel	\$5,217,329	\$2,805,500	\$5,036,236	\$5,267,809	\$5,265,001	\$4,943,500
Agency Billings	\$77,237	\$36,000	\$281,720	\$32,119	\$24,843	\$5,000
Total	\$10,457,246	\$9,908,211	\$10,891,511	\$12,815,340	\$12,608,348	\$12,377,546
FTEs		74.58		75.58	73.58	79.00

PRIORITY

Citywide Element Green and Resilient

Describe how this service advances the Citywide Element:

Operations and maintenance allow the utility to provide its desired level of quality water service through providing the natural resource to the community and the preservation of utility infrastructure and distribution facilities providing the service.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Operation and Monitoring of Wells, Booster Stations and Reservoirs	25	Labor and materials associated with managing infrastructure that draws water from its source and distributes it timely and efficiently throughout the distribution system for its intended use of consumption and fire protection.
Water Testing, Treatment	25	Labor and materials associated with treating raw water from its source and testing it to monitor that a quality product enters the distribution system before delivery to the community.
Maintenance of Electrical/Mechanical Equipment and Facilities	25	Labor, materials and transportation necessary to repair and replace operational equipment that allows supply facilities to operate efficiently and timely.
Maintenance of Pipes/Mains/Buried Assets	25	Labor and materials necessary to repair and replace distribution facilities that allow the utility to provide a high level of service with minimal interruption of service to the community.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? \$230,802 Decrease

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

MWU has been actively working on reducing costs over the years. We have been able to cut our costs in work supplies and consulting leading to budgeted amounts being reduced from 2021's budget.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Table with 4 columns: Type, Fund, Amount, Description. Rows include Perm Wages, Benefits, and Total (\$0).

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? Yes

Table with 4 columns: Type, Fund, Amount, Description. Rows include Overtime, Premium Pay, Hourly (2100, \$40,000), and Total (\$40,000).

Explain the assumptions behind the requested funding.

5 hydrant painters/lawn crew at \$16/hr for 500 hours

What is the justification behind the increased funding?

Hourly hydrant painters and lawn crew are needed in the summer months as our crews are busier in these months with street projects, flushing program and repairs.

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Table with 4 columns: Fund, Major, Amount, Description.

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Table with 4 columns: Fund, Major, Amount, Description.

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Water Utility (MWU) is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

MWU is exploring potential ways to address water affordability as the costs of replacing and maintaining our infrastructure continues to increase causing our rates to increase. Water is an essential resource and keeping our rates affordable for all residents of Madison is a high priority.

MWU follows all City of Madison purchasing guidelines. By doing this, we ensure that all taxpayers have the opportunity to bid on goods and services needed by MWU. Madison offers a local preference on the bid scoring.

MWU follows all City of Madison Affirmative Action rules. By doing this, we ensure that all persons and businesses that receive our dollars are following best practices in regards to hiring.

MWU follows all City of Madison hiring rules. By doing this, we ensure that we are receiving a diverse pool of candidates and that MWU's workforce is diverse.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All consumers of Madison water benefit from the 2022 operating budget. The budget ensures that we are following our mission of providing safe and affordable water to the residents and visitors of Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

None.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MWU regularly works with community groups through our outreach when specific neighborhoods are affected by our operations. We attend community and neighborhood meetings to inform the residents and answer any questions. We have an informative website and social media presence to ensure that all residents are aware of our operations and how it might affect them.

When a neighborhood is affected by MWU work (flushing program, main break repair, etc) we communicate directly with each resident and/or leave material to inform them of the work that is being done and how it will impact them.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to be transparent and post on social media and our website as well as continue to attend community and neighborhood meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years? ▾

Does the proposed reduction result in eliminating permanent positions? ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? ▾

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<input type="checkbox"/> Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		

Total

0

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

V2 062821

2022 Operating Budget Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Quality

SERVICE NUMBER:

861

SERVICE DESCRIPTION:

This service provides field testing, routine and specialty water sample collection, laboratory results interpretation, and long-term trend analysis for a variety of potential chemical and biological contaminants in drinking water. The goal of the service is to ensure delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act. This service also oversees compliance monitoring, wellhead protection, private well permitting and abandonment, and cross connection control.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$898,587	\$986,974	\$7,533,463	\$1,087,499	\$1,361,733	\$1,120,971
Total	\$898,587	\$986,974	\$7,533,463	\$1,087,499	\$1,361,733	\$1,120,971
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$541,970	\$748,974	\$585,486	\$835,390	\$1,109,258	\$783,603
Non-Personnel	\$335,003	\$238,000	\$6,927,631	\$252,109	\$252,475	\$337,368
Agency Billings	\$21,614	\$0	\$20,346	\$0	\$0	\$0
Total	\$898,587	\$986,974	\$7,533,463	\$1,087,499	\$1,361,733	\$1,120,971
FTEs		10.00		8.00	12.00	7.00

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

This service provides the necessary elements to meet and maintain established water quality goals while protecting Madison's water supply and infrastructure designed to provide safe, clean drinking water to the community and its residents.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Water Quality Regulation Objectives	35	Activities necessary to monitor and determine compliance with current federal, state and internal water quality requirements.
Water Quality Scheduling	15	Activities necessary to manage sampling and monitoring techniques at all water utility infrastructure assets.
Well Operation Permits & Private Plumbing Inspections	35	Activities necessary to manage, inspect and maintain quality at non-utility assets connected to the utility's distribution system.
Manage Data for Long Term Planning	15	Identifying current and potential sources of contamination and determining the resources necessary to mitigate those sources.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

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

This decrease is due to the fact that FTE positions were allocated to our old org code of 86100 and were added, in error, to Water Quality's service line. These positions have been reallocated to the correct service lines.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	2100	\$18,000	Cross connection inspector.
Total		\$18,000	

Explain the assumptions behind the requested funding.

1000 hours @ \$18/hr

What is the justification behind the increased funding?

Additional cross connection inspector is needed to ensure no cross contamination in our water supply.

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
2100	53	\$30,000	Added budget for increased expenses related to new requirement to deliver the consumer confidence report semi-annually instead of annually.
2100	54	\$69,600	Added budget for increased expenses related to new requirement to deliver the consumer confidence report semi-annually instead of annually. Also added budget for contaminant source inventories, monitoring well

installation, and well investigation at Well 14. One other area that increased was for lab services in order to offer additional lead testing for customers.

Explain the assumptions behind the requested funding.

DNR requirement to provide a consumer confidence report (CCR) changed from annually to semi-annually, offering more lead testing to customers in 2022 and increased costs for contaminant source inventories.

What is the justification behind the increased funding?

Change in the DNR requirements for the CCR. Increasing consumer confidence by offering more lead testing at the consumer end and better monitoring of contaminants in the water supply.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Water Utility (MWU) is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

MWU is exploring potential ways to address water affordability as the costs of replacing and maintaining our infrastructure continues to increase causing our rates to increase. Water is an essential resource and keeping our rates affordable for all residents of Madison is a high priority.

MWU follows all City of Madison purchasing guidelines. By doing this, we ensure that all taxpayers have the opportunity to bid on goods and services needed by MWU. Madison offers a local preference on the bid scoring.

MWU follows all City of Madison Affirmative Action rules. By doing this, we ensure that all persons and businesses that receive our dollars are following best practices in regards to hiring.

MWU follows all City of Madison hiring rules. By doing this, we ensure that we are receiving a diverse pool of candidates and that MWU's workforce is diverse.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

All consumers of Madison water benefit from the 2022 operating budget. The budget ensures that we are following our mission of providing safe and affordable water to the residents and visitors of Madison.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

None.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

MWU regularly works with community groups through our outreach when specific neighborhoods are affected by our operations. We attend community and neighborhood meetings to inform the residents and answer any questions. We have an informative website and social media presence to ensure that all residents are aware of our operations and how it might affect them.

When a neighborhood is affected by MWU work (flushing program, main break repair, etc) we communicate directly with each resident and/or leave material to inform them of the work that is being done and how it will impact them.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

No.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to be transparent and post on social media and our website as well as

continue to attend community and neighborhood meetings.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$0

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

\$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Select...

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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

If yes, which agencies?

Describe why the proposed increase is critical.