



Office of the Mayor

Satya Rhodes-Conway, Mayor

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Date: March 21, 2023
To: Department and Division Heads
From: Mayor Satya Rhodes-Conway
Subject: 2024 Capital Budget & Capital Improvement Plan: Agency Guidance

I write you today to kick off the 2024 Capital Budget process. The City's capital assets – its infrastructure, fleet, technology, and investments in affordable housing – are critical to creating a safer, more accessible and more equitable city for all residents. As I move through the city every day, traveling from the office to neighborhood meetings to local businesses, I see evidence of the diligence and hard work of City staff at every turn. Every street, sidewalk, bike path, streetlight, park, and library exists thanks to dedicated City staff who see capital projects through from design to construction. In addition to the visible projects, there are many projects that are less visible, including sanitary sewer and stormwater infrastructure, water wells and pipes, and the City's fiber network, that are essential for City operations. I am grateful for all the talented City staff who maintain our assets and design improvements to our built environment. As we begin planning for 2024, I look forward to working with all of you to move forward on the City's ambitious capital plans while continuing to maintain our existing assets.

My priorities for the 2024 capital budget are to continue investing in critical community needs and focusing on the long-range vision for the city. We must continue funding affordable housing, economic development, and basic infrastructure. All of our funding decisions must center equity and address systemic disparities in our community AND all of our funding decisions must promote climate resilience and environmental sustainability. Agency budget proposals should consider how projects improve the lives of residents who have been historically marginalized, how they reduce greenhouse gas emissions, and how they build community resilience. I encourage you to take a Team City approach, and to collaborate with other agencies whenever possible to find efficiencies and improve service to our community.

We are starting 2024 with a strong foundation. We have laid the groundwork for many transformative projects during my tenure as mayor, including funding a permanent shelter for men experiencing homelessness, increasing funding for affordable housing, leveraging federal grants for bus rapid transit, and investing in PFAS mitigation and stormwater infrastructure. Additionally, the City's general obligation debt has the highest possible rating from Moody's Investors Service (Aaa), which ensures the lowest possible interest cost. At the same time, the city and country continue to face challenges. Interest rates have risen since last year and continuing supply chain disruptions are raising the cost of goods and services. The social and economic impacts of the pandemic continue. Despite these challenges, I am encouraged by the work we have accomplished together and want to build on the momentum to deliver results for our residents.

With this context, I am providing the following guidance for capital requests for the 2024 Capital Budget and Capital Improvement Plan (CIP):

Fiscal Responsibility & Planning

- Agencies should scrutinize projects and programs approved in the 2023 CIP to ensure the timeline and funding requests reflect current plans, are realistic, and that there is sufficient staff capacity to move them forward.
- Consistent with on-going fiscal responsibility goals, the 2024 executive capital budget will have an overall borrowing target that keeps projected debt service as a share of the operating budget at or below levels projected in the 2023 CIP. The capital budget has increased in recent years as the city has responded to external economic pressures, such as unprecedented inflation, made necessary investments to replace aging infrastructure, and broken ground on major projects that address community needs. To help meet that borrowing target, agencies may request to increase GO borrowing for projects approved in the 2023 CIP by up to 5%. This increase applies to the agency's budget as a whole – agencies may propose shifting funding across programs or years to reflect implementation plans; however, the total increase for 2024 should be limited to 5%. Additional details on the increase are included in the kick-off slides.
- Any requests to increase funding beyond the allowable 5% or any other significant changes in project scope or schedule must be explained in the transmittal memo.
- Agencies should assume continued funding for maintenance programs, including an increase of up to 5% if needed.

New Projects

- Agencies may submit requests for new projects. New projects must be fully conceptualized with a complete budget proposal ready for submission.
- Agencies should look for every opportunity to maximize federal dollars and secure federal grants. We have an excellent track record of doing this and can support smaller agencies that need help.
- If there is no federal funding for the project, an agency may submit the request for the last year of the CIP (2029). Requests for project prior to 2029 may be considered if the project meets an emergency need; there is a critical timing / sequencing component with another project; an existing project can be delayed / reduced in cost; or the project was on the 2023 Horizon List with an anticipated implementation date prior to 2029.
- If there is potential for external funding, an agency may submit the request in any year of the CIP as long as they demonstrate sufficient staff capacity to implement the project. Additional details on requirements for new projects is included in the kick-off slides.

Prioritization and Strategic Alignment

- Agencies must prioritize their requests. **Projects** should be ranked with clearly defined criteria for prioritization. **Programs** do not need to be ranked, but the description should include an explanation of how funding is prioritized within programs and potential for scaling programs.
- Agencies once again will need to answer questions on racial equity and social justice, climate resilience and sustainability, alignment with strategic plans, and operating impacts for each project.

Horizon List

- Agencies may submit requests for projects currently on the Horizon List so long as they can demonstrate the 'Issues to be Addressed' have been resolved and that a complete budget proposal can be submitted.
- Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped. Agencies should work directly with their assigned budget analyst to develop Horizon List requests. Additional details on requirements for the horizon list are included in the kick-off slides.

All capital budget requests will be carefully reviewed by myself and my capital budget team. I am committed to continuing funding for maintenance and core infrastructure, while also addressing key priorities that help the city address housing, climate change, economic development, and equity challenges. Requests should balance the need for maintaining city assets in good repair with the opportunities for major transformative projects. Additionally, agencies should be mindful of the borrowing targets above to ensure the long-term financial sustainability of our operating budget as we set borrowing levels in each year of the CIP.

Developing the City's 2024 capital budget and setting out a 5-year plan for investments is a significant ask. It is also an opportunity to help Madison achieve our goals and be a community where all residents can thrive. Thank you for your commitment to serving the City and your stewardship of our collective resources.



2024 Capital Budget Kick Off

Finance Department
March 21, 2023 | 11:00am – 12:00pm

Agenda

- Welcome & Mayor's Message
- Overview of Budget Timeline
- Capital Budget Considerations
- Guidance & Components of a Complete Request
- Briefings & Management Review Team
- Resources

Overview of 2024 Budget Timeline

Key Dates for 2024 Budget Development

	Capital	Operating
Kick-Off Meeting	Tuesday, March 21 11:00am	Tuesday, June 20 11:00am
Agency Requests Due	Friday, April 21	Friday, July 21
Agency Briefings with Mayor's Office	May 8 – 19	August 7 – 18
Executive Budget introduced to Common Council (CC)	Tuesday, September 5	Tuesday, October 3
Finance Committee (FC) Briefings	September 11 – 12	October 9 – 10
FC Amendment Meeting	September 26	October 23
CC Amendment Week	October 30 – November 10	
CC Budget Adoption Meetings	November 15 – 17	

Simplified Calendar View

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Capital	<ul style="list-style-type: none"> • 3/21: Capital Kick Off 	<ul style="list-style-type: none"> • 4/21: Agency Cap Requests Due 	<ul style="list-style-type: none"> • 5/8 - 5/19: Agency Briefings 	<div>Borrowing Exercise (Accounting)</div>			<ul style="list-style-type: none"> • Finance Committee Meetings 		<ul style="list-style-type: none"> • Common Council Meetings
Operating		<ul style="list-style-type: none"> • Cost to Continue 		<ul style="list-style-type: none"> • 6/20: Operating Kick Off 	<ul style="list-style-type: none"> • 7/21: Agency Op Requests Due 	<ul style="list-style-type: none"> • 8/7 - 8/18: Agency Briefings 		<ul style="list-style-type: none"> • Finance Committee Meetings 	
Projections		<ul style="list-style-type: none"> • Year end analysis 		<ul style="list-style-type: none"> • Mid Year Projections & Agency Meetings 	<ul style="list-style-type: none"> • Mid Year Resolution (Intro 7/25; adopt 8/1) 			<ul style="list-style-type: none"> • Year End Projections & Agency Meetings 	<ul style="list-style-type: none"> • Year End Resolution (Intro 11/21, adopt 12/5)

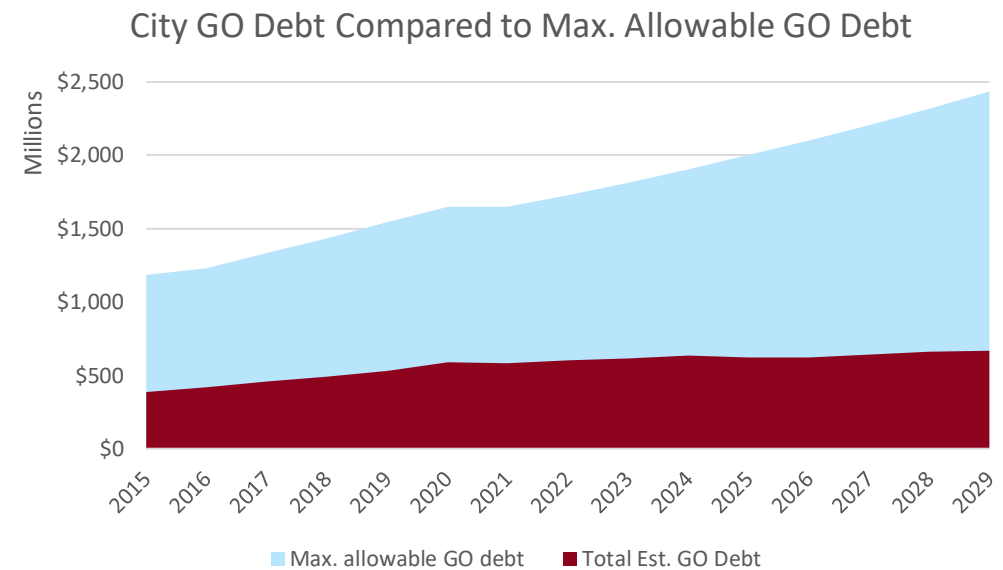
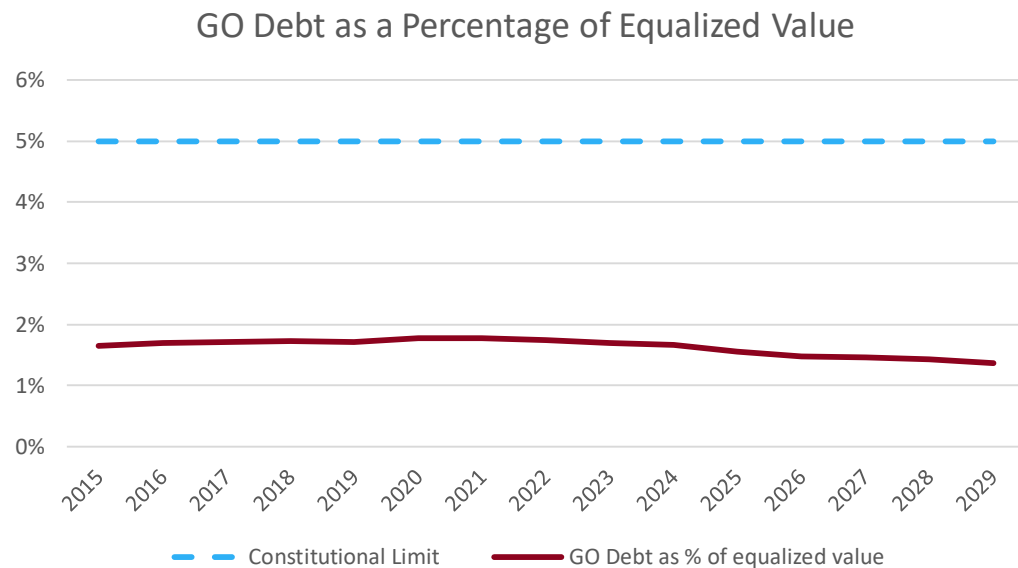
How will the process compare to last year?

	What's staying the same	What's new/ different
Capital & Operating	<ul style="list-style-type: none">• Calendar: key dates fall in the same week as last year• Proposal components: Main components of agency request will be the same (project/ service proposal, memo, mayoral briefing)	<ul style="list-style-type: none">• No SharePoint: No longer using SharePoint• Proposal Forms will be Excel files submitted in F:\Common folder<ul style="list-style-type: none">○ Capital: minimal changes to format and questions on form○ Operating: still in design, will likely have significant updates to align with Munis Central Budget entry• Instructions and training materials will be provided

Capital Budget Considerations

Capital Budget Limitations & Parameters

- Unlike the operating budget, capital budget is not restricted by the levy limit or expenditure restraint
- The Wisconsin Constitution limits general obligation (GO) debt to 5% of equalized value
 - In 2022, City's GO Debt is \$601 million, or 1.7% of equalized value
 - 5% of the City's equalized value is approximately \$1.7 billion



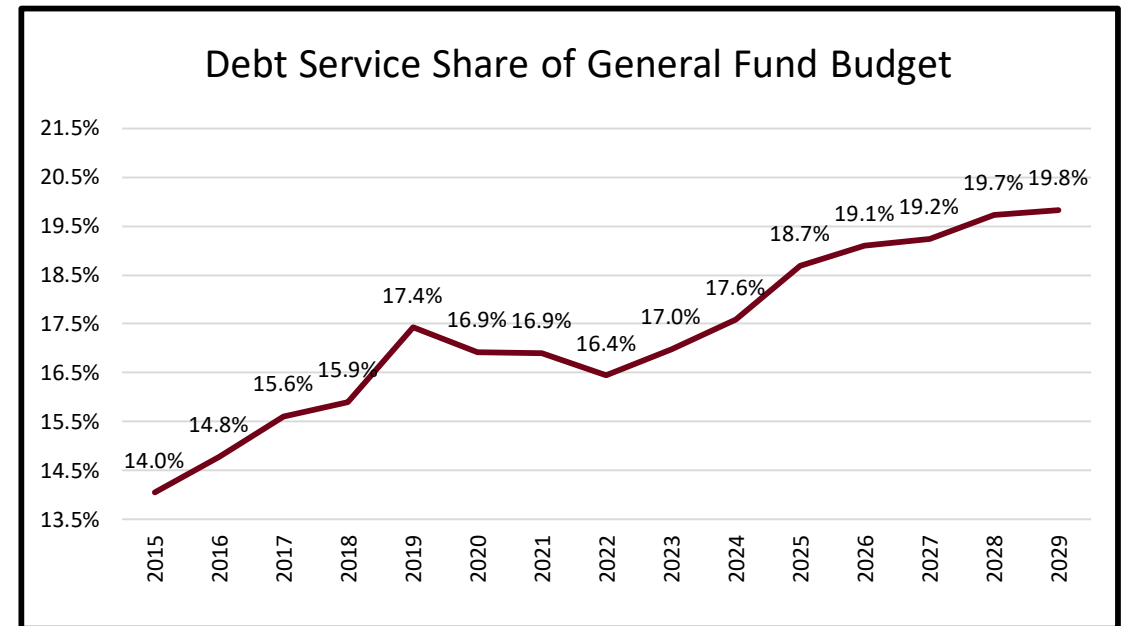
Considerations for a Setting a Borrowing Target

Bond Rating

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

Debt Service Share in Operating

- 2015: Debt Service = 14.0% of GF Budget
- 2022: Debt Service = 16.4% of GF Budget
- 2029: Debt Service = 19.8% of GF Budget



Debt Service growing faster than Operations

(Analysis and assumptions below from March 2022)

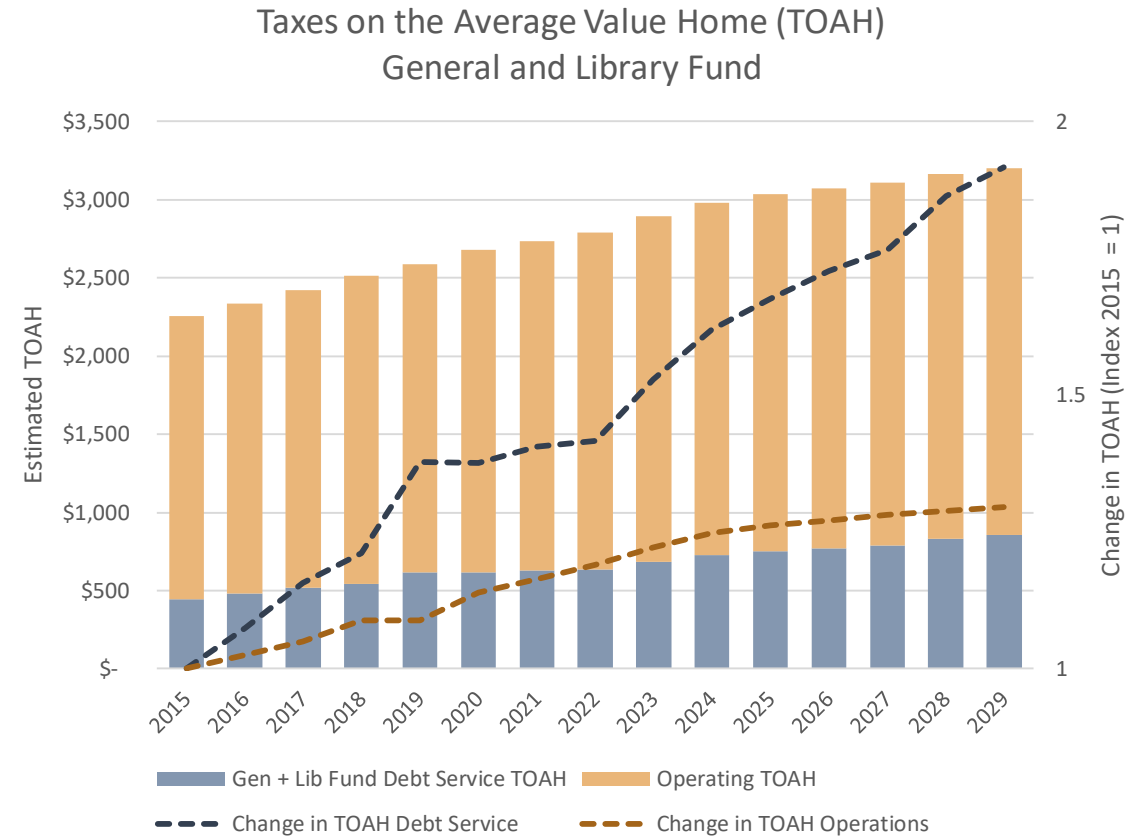
Between 2015 and 2029 taxes on the average value home (TOAH) will increase by 42%

- TOAH for Debt Service will increase by 91.7%
- TOAH for Operations will increase by 29.6%

GO debt per capita up 42% since 2015; projected to increase 3% between 2022 and 2029.

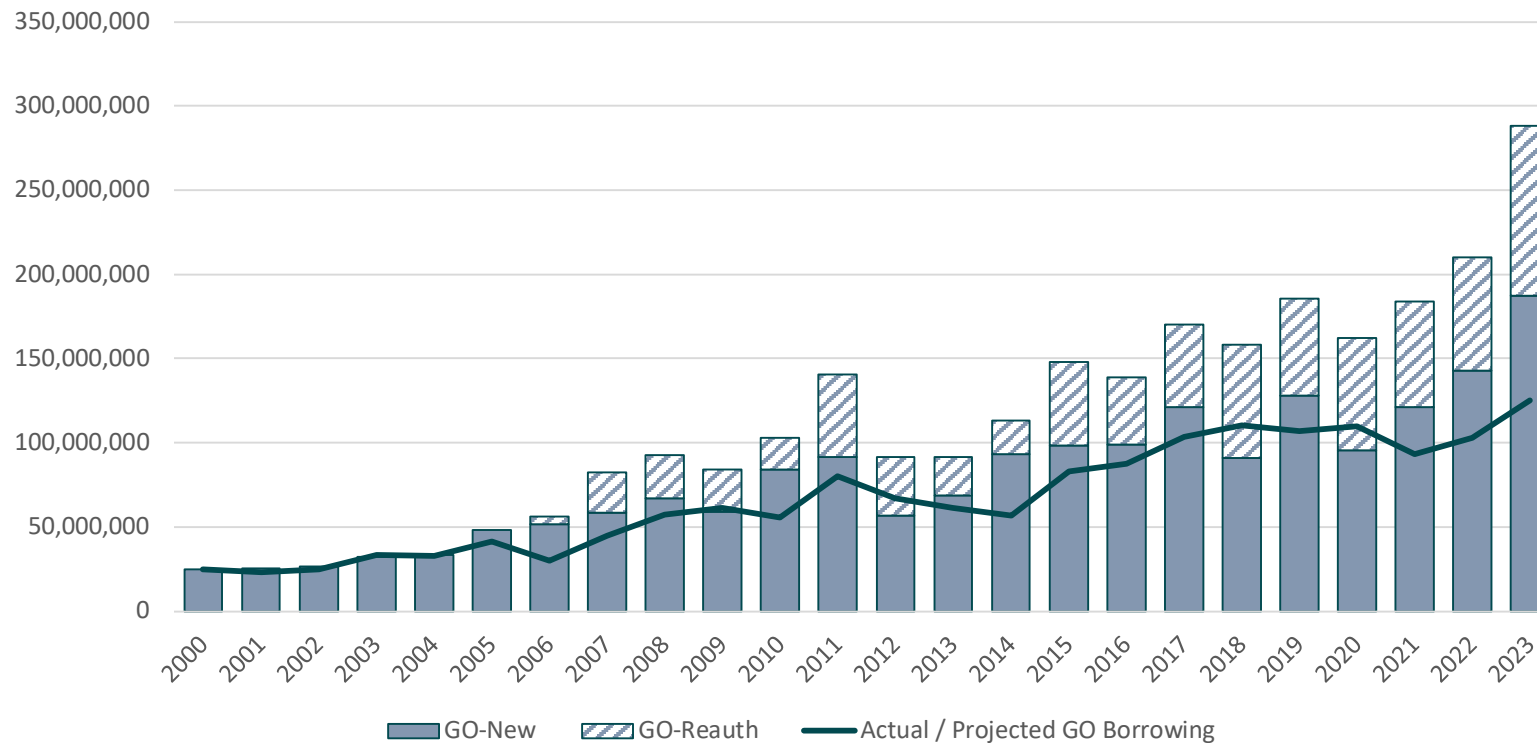
Pace of new GO debt has slowed:

- 2005 to 2015 – 99% increase
- 2012 to 2022 – 54% increase
- 2019 to 2029 – 4% increase



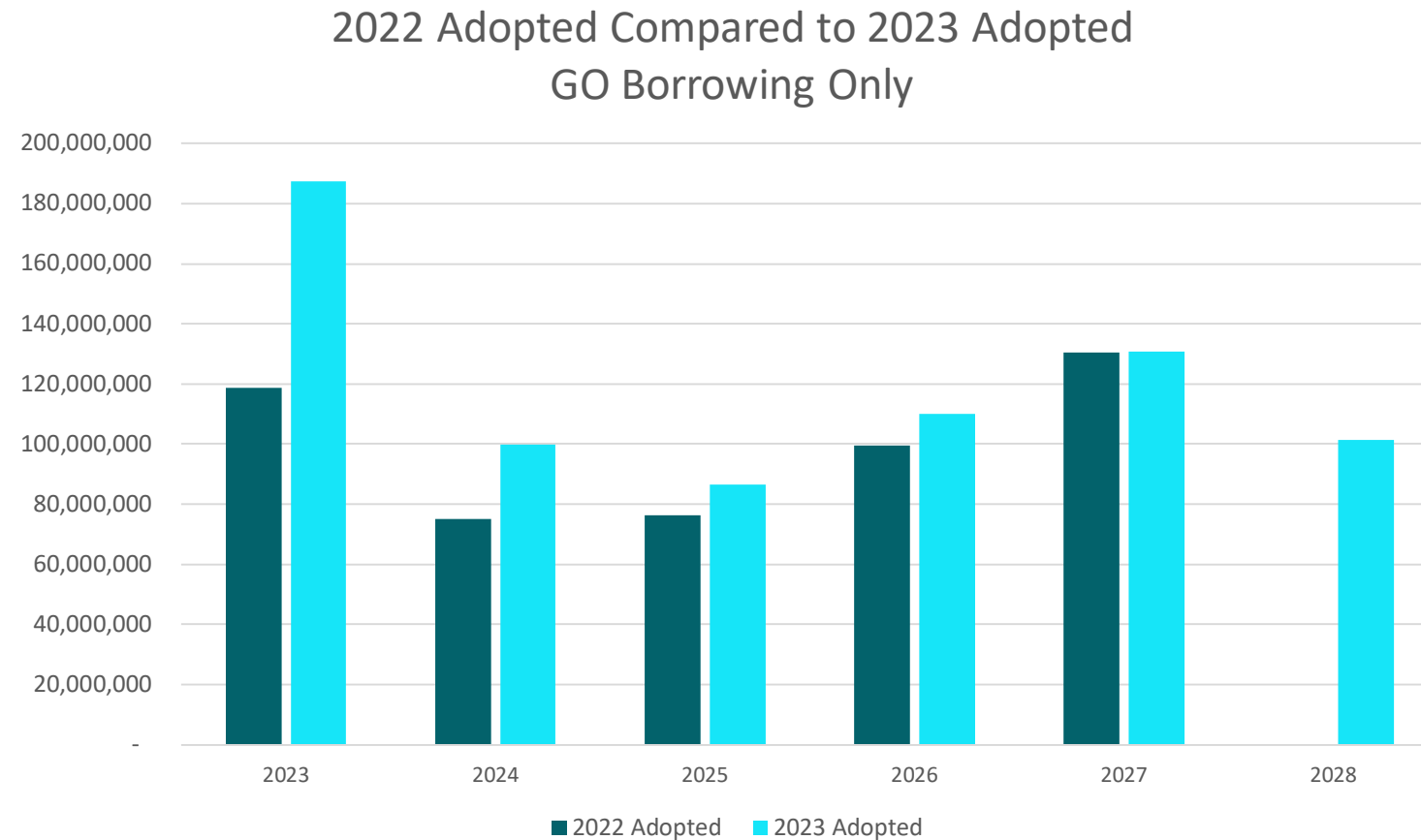
Actual borrowing is significantly lower than budget authority

Budget Authority Compared to Actual Borrowing
(Adopted Capital Budgets 2000 to 2023)



- Actual GO borrowing is consistently less than budget authority
- Since 2000, average borrowing = 69% of authorized budget; since 2013 = 59% of authorized budget
- Amount is determined through borrowing exercise conducted over the summer, prior to the debt sale

2023 CIP includes more than \$114.0m in new GO borrowing



New GO Borrowing by Year (change between 2022 adopted and 2023 adopted)

- 2023 = \$68.6m
- 2024 = \$24.8m
- 2025 = \$10.1m
- 2026 = \$10.4m
- 2027 = \$0.7m
- 2028 = \$101.3m

**Total new GO borrowing,
2023 – 2027 = \$114.0m**

Capital Budget Guidance

Project vs. Program

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

Engineering - Major Streets

Project Overview

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

Project Description

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

Project Budget by Funding Source

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

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

Project Description

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

Project Budget by Funding Source

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

Budget Guidance:

Fiscal Responsibility & Planning

1. **Evaluate current CIP:** Agencies should scrutinize projects and programs approved in the 2023 CIP to ensure the timeline and funding requests are realistic and reflect current plans.

- *Will staffing capacity or supply chain issues delay the implementation of programs?*
- *Does your agency have a backlog of projects that must be completed before you can start new work?*

2. Borrowing Targets

Overall Target: Keep projected debt service at or below current levels throughout the CIP time horizon.

Agency Target: Agencies may request to increase GO borrowing for projects and programs approved in the 2023 CIP by **up to 5%**.

- *Non-borrowing sources (e.g. intergovernmental revenues, cash proceeds) may increase more than 5% if there is funding to support the increase*
- *The 5% increase applies to the agency's budget as a whole – agencies may propose shifting funding across programs (e.g. reducing one program to increase funding by more than 5% for another project)*
- *Agencies may shift borrowing across the CIP to reflect implementation plans (e.g. reducing funding in 2026 to increase funding by more than 5% in 2027); however, the total increase for 2024 should be limited to 5%*
- *In addition, agencies can propose a 5% increase in the last year (2029) of a program budget*

Borrowing Target Example: Simple 5% Increase

Example A. One program; 5% increase compared to 2023 CIP; 5% increase in 2029

	2024	2025	2026	2027	2028	2029
2023 CIP						
Program A	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 210,000	n/a
2024 Proposal						
Program A	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 220,500	\$ 231,525

Annual 5% increase
compared to 2023
adopted CIP

5% increase in 2029
compared to 2028

Borrowing Target Example: Shifting Funds Across Years

Example B. One program; shifting funds across programs and years; total increase = 5%

	2024	2025	2026	2027	2028	2029
2023 CIP						
Project B	\$ 100,000	\$ 2,200,000	\$ 1,000,000	\$ 0	\$ 0	n/a
2024 CIP						
Project B	\$ 50,000	\$ 75,000	\$ 2,260,000	\$ 1,080,000	\$ 0	\$ 0

Total project=
\$3,300,000

- Shifts project timeline
- Some years decrease, some increase >5%
- Total project= \$3,465,000 (5% increase)

Borrowing Target Example: Shifting Funds Across Programs/ Projects

Example C. Two proposals; shifting funds across project/ programs and years; total increase = 5%

	2024	2025	2026	2027	2028	2029	
2023 CIP							
Program A	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 210,000	n/a	
Project B	\$ 100,000	\$ 2,200,000	\$ 1,000,000	\$ 0	\$ 0	n/a	
2023 Total	\$ 300,000	\$ 2,400,000	\$ 1,200,000	\$ 200,000	\$ 210,000	n/a	Total = \$4,310,000
2024 CIP							
Program A	\$ 210,000	\$ 210,000	\$ 110,000	\$ 110,000	\$ 220,500	\$ 231,525	
Project B	\$ 50,000	\$ 75,000	\$ 2,360,000	\$ 1,180,000	\$ 0	\$ 0	
2024 Total	\$ 260,000	\$ 285,000	\$ 2,470,000	\$ 1,290,000	\$ 220,500	\$ 231,525	Total = \$4,525,500 (5% increase)

→ Shifts in project costs across years; total increase > 5%

→ For most years of CIP, simple 5% increase in program;
Reductions in 2026 and 2027 to accommodate higher costs in Project B

Budget Guidance:

Fiscal Responsibility & Planning

4. **Justification of major changes:** Any requests to increase funding beyond the allowable 5% must be clearly explained and justified in the agency transmittal memo. Additionally, any significant changes in project scope or schedule must be included in the memo.
 - *Changes that are less than or equal to 5% do not need additional justification*
5. **Continuity of maintenance funding:** Assume continued funding for maintenance programs, including an increase of up to 5%.
 - *The transmittal memo includes prompts to describe how agency's prioritize projects and opportunities to scale maintenance programs*

Budget Guidance: New Projects

Agencies may submit requests for new projects if they meet the following conditions:

1. The project is conceptualized to the point where a complete budget proposal can be submitted
2. If there's **no federal funding for the project**:
 - A new project may be submitted in the last year of the CIP (2029)
 - An agency can propose a new project earlier than 2029 if it meets an emergency need; there is a critical timing/ sequencing component with another project; an existing project can be delayed/ reduced in scope or cost; or the project was on the 2023 Horizon List with an anticipated implementation date prior to 2029
3. If there is **potential for external funding**:
 - A new project may be submitted in any year of the CIP as long as the agency demonstrates sufficient capacity to implement the project
 - If the external funding requires a City match, the borrowing/ expenditure of local funds will be contingent on receipt of external funding

Budget Guidance: Prioritization & Strategic Alignment

1. Agencies must prioritize their project and program requests.

Projects: The agency transmittal memo should include a ranked list of projects and clearly describe the criteria used to establish the prioritized list.

Programs: The agency transmittal memo should include an explanation of how funding is prioritized within programs and potential for scaling programs.

2. Agencies need to answer questions on racial equity and social justice, climate resilience and sustainability, alignment with strategic plans, and operating impacts. These questions are the same as the 2023 request form, and are intended to provide a holistic view of the request and explain how the request advances city priorities.

Budget Guidance:

Horizon List

1. Agencies may submit requests for projects currently on the Horizon List so long as they can demonstrate the 'Issues to be Addressed' have been resolved and that a complete budget proposal can be submitted.
2. Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped. Agencies should work directly with their assigned budget analyst to develop Horizon List requests.
 - *Projects **with federal funding** – can be added to the Horizon List during the current CIP timeframe (2026 to 2029)*
 - *Projects **without federal funding** – must be added to the Horizon list after 2029*
 - *Required information includes: Project Description; Estimated Budget (if known); Estimated Operating Impacts (if known); Issues to be Addressed (e.g. additional studies, scoping, sequencing with other projects)*

Components of a Budget Request

Proposal Components

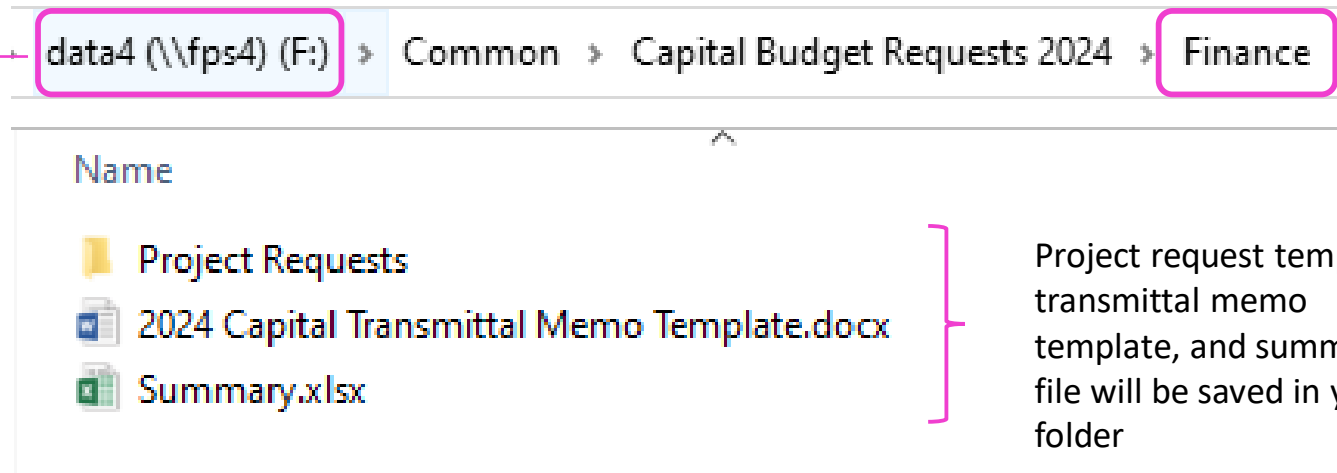
	1. Transmittal Memo	2. Project/ Program Proposal	3. Supplemental IT Project Request Form	4. New Horizon List Requests	5. Agency Briefings
Description & Purpose	<ul style="list-style-type: none"> • Memo drafted from Agency Head to Finance Director • Outlines priorities of the agency's capital program 	<ul style="list-style-type: none"> • Request funding for capital projects and programs • Provide details on budget, project timeline, and description 	<ul style="list-style-type: none"> • Complete IT project request for new hardware/ software or changes to existing hardware/ software 	<ul style="list-style-type: none"> • Inform Mayor and Finance of upcoming projects that are not fully scoped but are anticipated in the timeline of the CIP 	<ul style="list-style-type: none"> • Present highlights of the agency capital budget request • Q&A with Mayor and Management Review Team
How to Submit	<ul style="list-style-type: none"> • F: Drive: Upload to Agency Folder in F\Common Drive 	<ul style="list-style-type: none"> • F: Drive: Submit 1 Proposal per project/ program 	<ul style="list-style-type: none"> • Link in form 	<ul style="list-style-type: none"> • Email your budget analyst with project information 	<ul style="list-style-type: none"> • Email final slide(s) • Attend scheduled briefing
Format	<ul style="list-style-type: none"> • Template provided by Finance • Final version on agency letterhead in memo format 	<ul style="list-style-type: none"> • Excel Proposal Form 	<ul style="list-style-type: none"> • Details in "Operating Costs" section 	<ul style="list-style-type: none"> • Requests should include a brief description of the project, estimated costs, and issues to be addressed 	<ul style="list-style-type: none"> • Budget team will provide slide template • Agency will complete template and submit prior to meeting

Where to find budget materials

- All budget materials on F: Drive (not SharePoint)
- “Capital Budget Requests 2024” Folder
- F:\Common\Capital Budget Requests 2024

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

Regardless of server, you will be able to navigate to “Capital Budget Requests 2024” folder by going to Common Drive



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

Transmittal Memo Outline

	1. Transmittal Memo
Description & Purpose	<ul style="list-style-type: none">• Memo drafted from Agency Head to Finance Director• Outlines priorities of the agency's capital program
How to Submit	<ul style="list-style-type: none">• F: Drive: Upload to Agency Folder in F\Common Drive
Format	<ul style="list-style-type: none">• Template provided by Finance• Final version on agency letterhead in memo format

Outline of Transmittal Memo

- Equity in the Budget
 - How the agency's budget request addresses racial equity and social justice and aligns with division work plans
- Summary of Changes from 2023 CIP
 - Description of any changes greater than 5% of budget, implementation timeline, or other significant changes
 - Description of new program/ project requests and justification for timing if proposed prior to 2029
- Prioritized List of Capital Requests
 - Prioritized list of **projects** and description of criteria used
 - Explanation of prioritization within **programs** and potential for scaling
 - Project dependencies
- Enterprise Agencies:
 - Use of Enterprise Funds to support debt service and impact on user rates

Transmittal Memo Prompts

SUBJECT: [Agency Name] Capital Budget Transmittal Memo

Equity Considerations in the Budget

Prompt 1: Provide an overview of how you are considering equity within your budget as a whole. This is for you to consider how your Department's equity work is explained in your overall strategic plan and division work plans.

Summary of Changes from 2023 Capital Improvement Plan

Note: if you are not proposing significant changes, please keep this header and write "No changes from the 2023 Capital Improvement Plan."

Prompt 1: Agencies may request a budget increase of up to 5% of the 2023 adopted CIP. Changes up to this amount do not need additional justification. If a project or program is proposed to increase more than 5%, or if you are proposing significant funding shifts across projects to meet the 5% increase target, provide a description and justification for the change.

Prompt 2: If any projects or programs have significant non-budgetary changes (e.g. change in timeline), describe these changes by project.

Prompt 3: If you are proposing a new project or program, describe the proposal and timing for implementation. If you propose implementing the project before 2029, explain how this meets the budget guidance for new projects (e.g. leveraging federal funds, delaying another project, meeting an emergency need, moving item off the Horizon List).

Prioritized List of Capital Requests

Prompt 1: Provide a prioritized list of all proposed 2024 capital **projects**. The prioritized list should indicate the project name, number, and priority ranking. Define the criteria that was used to prioritize this list, such as how it advances your agency's goals, addresses community needs, advances citywide priorities, and project readiness.

Prompt 2: Explain how you prioritize funding within your 2024 capital **programs** and how these programs advance your agency's goals. Are there any items in your capital request that could be completed on a smaller scale? Discuss the impacts of scaling down (e.g. potential cost savings, increase in deferred maintenance).

Prompt 3: Explain where any project dependencies exist. Are there any projects that must be completed simultaneously or where the start date of one project depends on the completion of another?

Enterprise Agencies Only

Prompt 1: Discuss the ability of the Enterprise fund to support debt service for the proposed capital projects.

Prompt 2: How will your capital proposal impact user rates in 2024? If you are anticipating a rate increase, what is your preliminary estimate for household impact?

Project/ Program Request Form

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

Submit one (1) Excel form per proposal

- F:\Common\Capital Budget Requests 2024
- 20 min video training on available on [Mediasite](#)
- Questions on form similar to prior year, with some updates

☒ DO

- Test the files **early** in the process to make sure you have access to files
- Ask for help; email Ryan Pennington to troubleshoot issues
- Save a local copy of request forms and upload final drafts to Common Drive

☒ DON'T

- Do not wait until the last week to start your requests
- Do not rename folders
- Do not go into other agency folders

Review and Update Program Descriptions

- Some fields will be pre-populated. Be sure to review and update as needed.
- Program descriptions often refer to minor projects scheduled for an upcoming year. Update these descriptions to reflect plans for 2024.

Previous Description

This program is for bicycle-related improvements and path resurfacing throughout the City. The goal of this program is to improve the pavement quality of the existing bike paths to meet City standards. Projects within this program are prioritized based on pavement quality rating of existing bikeways. Focus of funding in 2023 will be for path resurfacing near/through Elver Park, and new paths to close gaps in the network.

New or Updated Description

Racial Equity and Social Justice

Capital Budget Questions

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.

For Projects/ Programs that are primarily focused on maintenance or repair:

1. Describe how routine maintenance and/or scheduled repair considers equity and quality of life for residents. Describe how you use an equity lens to prioritize maintenance and/or repair projects.

For Project/ Programs that are NOT primarily focused on maintenance or repair:

1. What specific inequities does this program intend to address? How and for whom?
2. What data helped shape your proposal? Data may include qualitative and quantitative data such as demographic, qualified census tracts, environmental justice areas, specific recommendations from a Racial Equity and Social Justice Analysis, or other sources.

For all projects:

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

Climate Resilience and Sustainability

Climate Resilience and Sustainability

Does this project/program improve the city's climate resilience or sustainability by addressing climate change impacts, reducing GHG emissions, improving energy efficiency, growing a climate-friendly economy, or reducing the environmental impact of city assets or operations?

If yes, describe how

Coordination on Facilities

- If the proposal is for a facilities/ building project, reach out to Engineering – Facilities early in process to discuss.
- New question in “Budget Information” section that asks how facilities cost proposals were developed.

If the proposal includes building/ facility expenses, has the proposal been reviewed by City Engineering Facilities?

If no, explain how you developed the facilities cost estimate for the budget request.

Supplemental Forms for Operating Costs

	3. Supplemental IT Project Request Form
Description & Purpose	<ul style="list-style-type: none">Complete IT project request for new hardware/software or changes to existing hardware/software
How to Submit	<ul style="list-style-type: none">Link in form
Format	<ul style="list-style-type: none">Details in “Operating Costs” section

Some questions in “Operating Impacts” section require submitting an IT Project Request Form

- Questions in the Operating Impacts section refer to different types of operating costs (e.g. ongoing maintenance costs, impact on contracts, impact on FTEs).
- Some questions are specific to IT impacts.
- Complete the [IT Project Request Form](#) for new hardware/software or proposed changes to existing hardware/software
- Surveillance Technology requests should be emailed directly to IT

Operating Costs Section

Operating Costs	
Over the next six years, will the project/program require any of the following IT resources?	
Electronic hardware that will be connected to a City device in any manner, including wireless, bluetooth, NFC, etc.?	
Software (either local or in the cloud)?	
A new website or changes to an existing website?	
For projects/programs requesting new software/hardware:	
Have you submitted an IT project request form?	
IT Project Request Form	
Changes to existing hardware/software:	
Will any existing software or processes need to be modified to support this project/program or initiative?	
If yes, submit an IT Project Request Form	
Surveillance Technology:	
Do you believe any of the hardware or software to be considered surveillance technology?	
Surveillance technology is defined in MGO Sec. 23.63(2).	
If yes, please reach out to Sarah Edgerton prior to submitting your budget request.	
In addition to IT costs, projects/programs may have other operational impacts. Over the next six years, will the project/program require any of the following:	
Facilities/land maintenance?	
Vehicle setup or maintenance costs?	
External management or consulting contracts?	
How many additional FTE positions required for ongoing operations of this project/program?	

Horizon List Requests

	4. New Horizon List Requests
Description & Purpose	<ul style="list-style-type: none">• Inform Mayor and Finance of upcoming projects that are not fully scoped but are anticipated in the timeline of the CIP
How to Submit	<ul style="list-style-type: none">• Email your budget analyst with project information
Format	<ul style="list-style-type: none">• Requests should include a brief description of the project, estimated costs, and issues to be addressed

Email your budget analyst to add items to Horizon List

- Deadline to submit is same as proposal deadline
- Projects **with federal funding** – can be added to the Horizon List during the current CIP timeframe (2026 to 2029)
- Projects **without federal funding** – must be added to the Horizon list after 2029
- Required information includes: Project Description; Estimated Budget (if known); Estimated Operating Impacts (if known); Issues to be Addressed (e.g. additional studies, scoping, sequencing with other projects)

Agency Briefings

	5. Agency Briefings
Description & Purpose	<ul style="list-style-type: none"> Present highlights of the agency capital budget request Q&A with Mayor and Management Review Team
How to Submit	<ul style="list-style-type: none"> Email final slide(s) Attend scheduled briefing
Format	<ul style="list-style-type: none"> Budget team will provide slide template Agency will complete template and submit prior to meeting

Briefings to be scheduled 5/8 – 5/19

- Format will be similar to prior years
- 20 minute briefing: 5 minute presentation with 15 minutes for Q&A
- Agencies present 1-2 slides that summarize major changes and new requests

Date	Time	TENTATIVE SCHEDULE
5/8/2023	1pm-3pm	<ul style="list-style-type: none"> Engineering (including utilities) Water
5/9/2023	1pm-3pm	<ul style="list-style-type: none"> Public Safety & Health (Police, Fire, PHMDC) Transportation (Metro, Parking, TE, DOT)
5/15/2023	1pm-3pm	<ul style="list-style-type: none"> Public Facilities (Library, Monona Terrace) Public Works (Fleet, Parks, Streets)
5/18/2023	10am-12pm	<ul style="list-style-type: none"> PCED (CDA Redevelopment, CDD, EDD, Planning) Admin (Finance, IT, Mayor, Zoo)
5/19/2023	10am-12pm	<ul style="list-style-type: none"> NEW: Review Team discussion – May call agencies back for additional details on specific proposals

AGENCY NAME

2024 CAPITAL BUDGET BRIEFING: HIGHLIGHTS & MAJOR CHANGES

- Agencies may present up to 2 slides during their briefings.
- Slide 1: Request highlights and major changes.
 - *Do you have new requests? Are there significant changes in scope or budget to projects included in the 2023 CIP?*
 - *Are you requesting to add projects from the Horizon List to your budget request? Or, are you requesting to add projects to the Horizon List?*
- Slide 2: Optional slide to provide additional context on your budget proposal.
 - *Description of how your agency internally prioritized requests, how projects are aligned with your workplan, anything else you think is important to review*

TIPS

- Assume the mayor and review team have read your request materials (memo and request forms)
- Agencies have ~20 minutes for their briefing, including Q&A. Keep your presentation short (5 minutes) and leave time for Q&A.

Management Review Team

- Management Review Team is a cross-disciplinary staff team that will evaluate proposals and make recommendations to the Mayor. Nine members include:
 - Dept. of Civil Rights: Norm Davis
 - Finance: Dave Schmiedicke
 - Streets/ PW Lead: Charlie Romines
 - Engineering: Jim Wolfe
 - IT: Sarah Edgerton
 - Sustainability: Jessica Price
 - Eng. – Facilities: Bryan Cooper
 - PCED: Matt Wachter
 - Transportation: Tom Lynch
- Review Team members and Deputy Mayors will participate in briefings and decision meetings
- Planning a series of facilitated discussions after the briefings (late May) to build consensus on recommendations
- Not using the scoring rubric from prior years, which had limitations
- Review Team may ask agencies for additional information on specific projects
- Friday, May 19th briefing will be used for follow up discussions/ deep dives into specific projects; agencies will receive advanced notice if they are expected to attend

Resources

Budget Team:

- Analyst assignments on [EmployeeNet](#)
- [Mediasite Channel](#) for Budget Training (City Staff Only; will be updated throughout year)
- [Completing the Request Form](#) training (20 min)
- Technical issues with the budget form: email rpennington@cityofmadison.com

Subject Matter Experts:

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