2026 Operating Budget Proposals

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Public Works (Continued)

Transportation

Assessor

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	3,138,292	3,406,749	3,383,828	3,772,896	4,059,377	4,059,377
Total	**$ 3,138,292**	**$ 3,406,749**	**$ 3,383,828**	**$ 3,772,896**	**$ 4,059,377**	**$ 4,059,377**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Assessor	3,138,292	3,406,749	3,383,828	3,772,896	4,059,377	4,059,377
Total	**$ 3,138,292**	**$ 3,406,749**	**$ 3,383,828**	**$ 3,772,896**	**$ 4,059,377**	**$ 4,059,377**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	2,110,732	2,321,593	2,271,691	2,455,185	2,567,902	2,567,902
Benefits	726,050	806,005	777,663	860,618	849,134	849,134
Supplies	49,887	52,000	51,684	53,680	53,680	43,681
Purchased Services	220,124	209,107	264,746	385,707	385,707	395,706
Inter Depart Charges	31,499	18,044	18,044	17,706	202,954	202,954
Total	**$ 3,138,292**	**$ 3,406,749**	**$ 3,383,828**	**$ 3,772,896**	**$ 4,059,377**	**$ 4,059,377**

City of Madison
Office of the City Assessor
Michelle Drea, Esq. City Assessor

City-County Building, Room 103
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4531 | Fax: (608) 266-4257
assessor@cityofmadison.com
cityofmadison.com/assessor

TO:	Mayor Rhodes-Conway
FROM:	Michelle Drea
DATE:	July 18, 2025
SUBJECT:	Assessor Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The Assessor's Office provides three statutorily required functions for the City: to discover, to list, and to value all property within the City. Our duties fall under the citywide element of Effective Government. In addition to City values, we operate with a belief in supportive and collaborative relationships both inter and intra agency, a people-first management style that encourages brave spaces, quality and data driven outcomes with regard to the efficacy of our values and processes, and continuous improvement. Our budget goals are to support this important work and philosophies.

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

Assessments

Establishing fair and equitable assessments of all taxable real property provides the requisite foundation for property taxation. Property taxes provide 70% or more of the revenue for the City. This foundational work must be completed accurately and efficiently. We leverage resources to access data and apply best practice appraisal techniques to set assessments. Once assessments are established, our office supports the assessments through various stages of appeal from Board of Assessors to Board of Review to Circuit Court and beyond. Because taxation is a governmental taking, our appraisal and appeal processes must comport with the highest due process standard afforded at law.

Data

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

99.25% Budget for General, Library, and Fleet Funds
We effectively manage to budget each year through collaboration with our budget analyst team. For 2026, we will hold our modeling position open. We are not ready to hire for this position as we finalize our valuation system.

Reallocations and Other Changes
We would like to reclass our Assessment Technicians (positions 744 and 724) to the same level as Civil Technicians. Assessment Technicians are in Class F006 and Comp Group/Range 16-08. Civil Technicians are in class F016 and Comp Group/Range 16-12. The difference in salaries is approximately $8,000 per position. The tasks involved for each position (Assessment Technician and Civil Technician) are aligned and we have been discussing this reclass for many years. At this time, I feel an ethical obligation to bring this forward as the team is so deserving, the positions are virtually identical, and we have budget capacity. We have discussed with HR and our budget analysts.

The Assessment Technician team are our data gatherers. A primary focus is to gather accurate data for new construction. This data is the foundation for the new construction value reported to the Wisconsin Department of Revenue which drives our levy limit authority. Without this data, the City and residents would not benefit from increased spending capacity with correlating increase in services. The work is on par with Civil Technicians and should be compensated as such.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ASSESSOR
Enter your Service:	Assessor

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

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Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

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# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
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Provide the position classification and briefly describe the change:

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The tasks involved for each position (Assessment Technician and Civil Technician) are aligned and we have been discussing this reclass for many years. At this time, I feel an ethical obligation to bring this forward as the team is so deserving, the positions are virtually identical, and we have budget capacity. We have discussed with HR and our budget analysts.

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Attorney

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	3,330,628	3,277,760	3,022,011	3,191,310	3,259,209	3,259,209
Total	**$ 3,330,628**	**$ 3,277,760**	**$ 3,022,011**	**$ 3,191,310**	**$ 3,259,209**	**$ 3,259,209**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Legal Counsel And Representation				2,173,277	2,224,957	2,224,957
Legislative Services	*Service history not shown due to Results Madison service restructure. Services listed here started January 1, 2025.*			324,649	338,949	337,949
Ordinance Prosecution				693,384	695,303	696,303
Total	**$ 3,330,628**	**$ 3,277,760**	**$ 3,022,011**	**$ 3,191,310**	**$ 3,259,209**	**$ 3,259,209**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Misc Revenue	(6,411)	-	(30,498)	-	-	-
Total	**$ (6,411)**	**$ -**	**$ (30,498)**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	2,509,554	2,505,311	2,355,185	2,471,142	2,486,587	2,481,587
Benefits	743,020	691,931	627,720	656,335	639,373	639,373
Supplies	9,849	21,689	11,522	17,883	17,883	16,883
Purchased Services	141,903	176,838	176,091	176,838	176,838	182,838
Debt Othr Financing	24,850	-	-	-	-	-
Inter Depart Charges	6,083	6,914	6,914	7,628	8,024	8,024
Inter Depart Billing	(98,221)	(124,923)	(124,923)	(138,516)	(69,496)	(69,496)
Total	**$ 3,337,039**	**$ 3,277,760**	**$ 3,052,509**	**$ 3,191,310**	**$ 3,259,209**	**$ 3,259,209**

Office of the City Attorney

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

ASSISTANT CITY ATTORNEYS

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Amber R. McReynolds	Brittany A. Wilson	attorney@cityofmadison.com
Adriana M. Peguero	Jennifer Zilavy	

PARALEGAL
Derek B. Schuld

July 21, 2025

To: Mayor Rhodes-Conway
From: Michael Haas, City Attorney
Date: July 18, 2025
Subject: Office of the City Attorney 2026 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

The work plan of the Office of City Attorney focuses on continuing to provide quality legal services to City agencies as well as to prosecute cases in municipal court. The agency budget request is structured to primarily support personnel costs, including both attorneys and support staff. The budget request also provides resources necessary for legal work including transcripts, supplies and subscriptions, and allows the agency to participate in law clerk programs that introduce law students to municipal law.

Due to the nature of its work, the OCA has not identified data that helps to measure progress towards agency goals. We look forward to participating in the data engagement exercise to help us identify potential useful data sources and points.

99.25% Budget for General, Library, and Fleet Funds (if applicable)
The components of the OCA budget, and the fact that assigned duties and projects are largely outside of our control, leave little room for flexibility or scaling of operations. We monitor and manage employee attendance at conferences which is one of the few items over which we have control of the expenses.

Reallocations and Other Changes

The following line items were reduced and moved to other accounts.

- The line item our agency uses to pay our summer hourly law clerks from the Diversity Clerkship and Public Interest Programs (51210) is reduced from

$20,600 to $15,600 and moved to increase the Software Licensing account (54335).

- Our agency's Legal Services account (54620) used to pay process servers and Sheriff's officials to serve legal documents on individuals and corporations is reduced from $6,300 to $4,300 and moved to the Transcripts account (54688).

- Our agency's Furniture account (53130) is reduced from $3,661 to $2,661 and moved to the Transcripts account (54688).

The Transcripts (54688) and Software Licensing (54335) line items were increased by $3,000 and $5,000 respectively to accommodate the continuing increase in tax assessment cases as well as other lawsuits filed against the City. Any time our office has an increase in litigation matters, costs of transcripts and other litigation related costs will increase.

With the change in technology and the move to electronic filing as software changes and upgrades are made, more money needs to be added to our Software Licensing account (54335). Currently, our office pays for licensing or a partial cost for Municode, CityLaw, Laredo, and Tipss Court. These costs will continue to increase.

We would be glad to answer any questions regarding our 2026 budget request.

2026 Operating Budget
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Part 1. Identifying Information	
Select your Agency:	ATTORNEY
Enter your Service:	Legal Counsel and Representation
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Does your proposal change the total number of FTE positions for an existing classification?
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Provide the position classification and briefly describe the change:

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Select your Agency:	ATTORNEY
Enter your Service:	Legislative Services
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If yes, enter updated Service Description here: Click or tap here to enter text.	
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Provide the position classification and briefly describe the change:

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Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Civil Rights

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	2,283,063	2,687,389	2,737,329	2,676,900	2,819,272	2,819,272
Other Grants	58,609	40,840	44,677	41,500	41,500	41,500
Total	**$ 2,341,672**	**$ 2,728,229**	**$ 2,782,005**	**$ 2,718,400**	**$ 2,860,772**	**$ 2,860,772**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Access	*Service history not shown due to Results Madison*			561,236	624,242	624,242
Accountability	*service restructure. Services listed here started*			1,247,468	1,288,889	1,288,889
Education	*January 1, 2025.*			909,696	947,641	947,641
Total	$ 2,341,672	$ 2,728,229	$ 2,782,005	$ 2,718,400	$ 2,860,772	$ 2,860,772

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Invest Other Contrib	(115,400)	-	(700)	-	-	-
Misc Revenue	-	-	-	(15,000)	-	-
Transfer In	(27,328)	-	-	-	-	-
Total	**$ (142,728)**	**$ -**	**$ (700)**	**$ (15,000)**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,738,683	2,019,600	1,961,756	2,064,117	2,127,275	2,120,086
Benefits	514,479	537,780	519,184	539,569	580,277	580,277
Supplies	29,123	12,465	23,747	15,515	15,515	15,515
Purchased Services	401,191	380,659	500,293	375,814	435,814	443,003
Inter Depart Charges	8,209	8,094	8,094	8,459	6,578	6,578
Inter Depart Billing	(207,284)	(230,369)	(230,369)	(270,074)	(304,687)	(304,687)
Total	**$ 2,484,401**	**$ 2,728,229**	**$ 2,782,705**	**$ 2,733,400**	**$ 2,860,772**	**$ 2,860,772**

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

<div align="right">

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

</div>

TO: Mayor Rhodes-Conway
FROM: Norman D. Davis
DATE: July 18, 2025
SUBJECT: Civil Rights Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager; DCR Administrative Supervisor

Goals of Agency's Operating Budget

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

- Provide and protect **access to employment** by:
    - Supporting all City agencies and vendors to meet or exceed workforce goals, eliminating disparities for women, people of color, and individuals with disabilities
    - Ensuring timely and just resolution of harassment and discrimination complaints raised among City agencies, vendors, and employers doing business in Madison
- Provide and protect **access to services, programs, and facilities** through eliminating barriers to inclusion by:
    - Assisting City agencies to mitigate adverse impacts to racial equity and accessibility in existing and proposed policies and projects
    - Consulting on the application of universal design concepts for City projects and services
    - Developing tools and training to standardize citywide language access competencies and compliance
    - Ensuring timely and just resolution of harassment and discrimination complaints raised among public places of accommodation in Madison
- Provide and protect **access to housing and neighborhood resources** by:
    - Facilitating direct access to essential and priority City services for underserved neighborhoods and community members
    - Ensuring timely and just resolution of harassment and discrimination complaints raised among housing providers in Madison
- Provide and protect **access to entrepreneurship and government contracting** by:
    - Providing education and outreach events for targeted business enterprises and identifying potential candidates for certification and contracting
    - Supporting all City agencies and vendors to meet or exceed subcontracting goals, including supply chain sourcing, eliminating disparities for women, people of color, and individuals with disabilities
    - Impacting economic equity outcomes in our community by sponsoring diverse business development programming
- Provide and protect **access to training** by building skills and creating awareness of individual and organizational rights, responsibilities, and opportunities

These goals are supported in our budget through personnel, program funding, and purchased services.

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

These objectives are measured by tracking data to determine whether our agency is meeting its goals:
- Case processing statistics (number/age/percentage of cases/open/closed, case types)
  - Investigations
  - Applications
  - Compliance plans
- Participant data (number of participants, demographics, agency)
  - Programs
  - Training
  - Internships
- Qualitative Evaluations and Feedback
  - Internships
  - Training
  - Public engagement
  - Program partners and participants
  - Customers and Colleagues

99.25% Budget for General, Library, and Fleet Funds
We intend to meet the 99.25% budget target, primarily by streamlining processes in our purchased services categories. Specifically, we are implementing improved screening for interpretation and translation service requests to better appropriate funding. We also anticipate modest savings through our continued collaboration with other agencies, including the development and implementation of inter-agency technology solutions. We will continue to seek strategies to save on costs and prioritize essential services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CIVIL RIGHTS
Enter your Service:	ACCESS
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

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Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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2026 Operating Budget
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Enter your Service:	ACCOUNTABILITY
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Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Clerk

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	2,310,159	3,810,472	4,163,311	2,657,481	3,448,192	3,448,192
Other Grants	-	1,004,800	1,500,000	-	-	-
Total	**$ 2,310,159**	**$ 4,815,272**	**$ 5,663,311**	**$ 2,657,481**	**$ 3,448,192**	**$ 3,448,192**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Clerk Elections				2,145,869	2,912,167	2,912,167
Clerk Licensing	*Service history not shown due to Results Madison service restructure.*			239,211	253,242	253,242
Clerk Operations	*Services listed here started January 1, 2025.*			272,402	282,782	282,782
Total	$ 2,310,159	$ 4,815,272	$ 5,663,311	$ 2,657,481	$ 3,448,192	$ 3,448,192

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,461,595	2,805,232	2,641,420	1,852,871	2,451,350	2,451,350
Benefits	258,490	289,024	360,162	293,592	309,285	309,285
Supplies	335,799	1,474,333	2,415,669	241,250	352,500	352,500
Purchased Services	168,923	235,594	234,852	255,102	323,702	323,702
Debt Othr Financing	73,341	-	-	-	-	-
Inter Depart Charges	12,013	11,088	11,208	14,665	11,355	11,355
Total	**$ 2,310,159**	**$ 4,815,272**	**$ 5,663,311**	**$ 2,657,481**	**$ 3,448,192**	**$ 3,448,192**

City Clerk's Office

210 Martin Luther King, Jr. Boulevard, Room 103, Madison, WI 53703-3342
voting@cityofmadison.com ・ licensing@cityofmadison.com ・ clerk@cityofmadison.com
www.cityofmadison.com/clerk ・ www.cityofmadison.com/election
Phone: 608 266 4601 ・ Fax: 608 266 4666
We exist to assist.

TO:	Mayor Rhodes-Conway
FROM:	Michael Haas
DATE:	July 18, 2025
SUBJECT:	City Clerk' Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The City Clerk's Office remains focused on our core mission to administer accessible, transparent, and secure elections; ensure fair and efficient licensing processes; support City legislative functions; and other primary responsibilities. In 2026, our key goals include:

1. Compliance with state statutes, policies, and procedures regarding election administration including compliance with any WEC orders, including updating absentee policies and reconciliation processes.
2. Holding equity-driven voter outreach and licensing engagement particularly for underrepresented communities.
3. Modernizing internal processes for licensing, public records, and legislative support to improve public service and reduce staff burden.
4. Strengthening election inspector recruitment, training, and retention ahead of the 2026-2027 cycle.

Our budget request supports these goals by preserving core staff capacity, maintaining operational readiness for major elections, and modestly reallocating resources to align with strategic priorities.

Key Metrics to Track Progress:

- Voter participation rates in historically underrepresented wards
- Absentee ballot reconciliation accuracy and timeliness
- Number and diversity of election inspectors trained and scheduled, ensuring language access and accessibility.
- Time to process licenses and public records requests
- Internally tracking procedural compliance and staff workload

99.25% Budget for General, Library, and Fleet Funds

Our strategies to comply with the 99.25% budget are as follows:

- Reducing low-priority supply purchases and deferring non-essential printing costs
- Tracking hourly scheduled hours to reduce overtime expenses and burnout
- Digitizing paper-based processes to reduce printing costs
- Increasing efficiencies with the Bluecrest equipment and Business Reply Mail permit

These strategies are designed to minimize service disruptions while maintaining election integrity and public service expectations.

Reallocations and Other Changes

The Clerk's Office plans to work with our budget analyst to accurately realign costs to the appropriate object codes.

In addition, we plan to incorporate the following changes:

- Realigning supply budgets to better reflect increased needs to community-based voter education and support materials during the 2026 election cycle.
- Expanding poll worker training capacity including bilingual and ADA compliant training modules

Optional Supplemental Request

We do not currently have a supplemental request; however, it is important to the note that the Clerk's Office is working with Human Resources, Finance, and the Mayor's Office to request additional FTE and initiate a restructure study, both of which may incur additional supplemental costs.

2026 Operating Budget
Service Budget Proposal Form

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

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

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

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

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

Updated Activities Performed by Service:
Update:
- Answering voter questions; registering voters at community events and through targeted outreach; partnering with BIPOC-led and immigrant-serving organizations; developing voter education materials in multiple languages and accessible formats. Coordinating outreach through Neighborhood Resource Teams, Parks Alive, and other community events.
- Setting up, staffing, and monitoring high-volume in-person absentee voting sites across the city, ensuring compliance with accessibility and election security standards.
- Securing absentee ballot envelopes via locked drop boxes, in-office secure storage, and trained courier transport.
- Training new municipal clerks from across the state through ongoing technical assistance, professional development, and hands-on observation opportunities.

Add:
- Improving reconciliation protocols for absentee ballots in compliance with Wisconsin Elections Commission orders.
- Implementing WEC-required chain-of-custody documentation at each polling site for ballots and memory devices.
- Recruiting, training, scheduling, and paying poll workers including high school students, bilingual workers, and workers with accessibility expertise.
- Providing de-escalation and emergency response training to poll workers.

	• Developing and maintaining contingency plans for high-turnout elections and emergency polling place relocations.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Expanding poll worker recruitment and training to ensure transparent, safe, and secure elections.

Additionally, from feedback received at community events, we should prioritize and protect accessible polling places, in-person absentee voting, and community engagement in our 2026 budget request.

This is reflected in our increased poll worker salary budget.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

We currently schedule poll workers to prevent anyone from having to wait in line for 15 minutes or more, and to finish processing absentee ballots before the polls close.

To build voter trust, we must provide poll workers with quality instruction and resources and also ensure each polling place is properly staffed.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds,

proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CLERK
Enter your Service:	Clerk Licensing
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CLERK
Enter your Service:	Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: The Clerk's Office Operations service helps members of the community connect with their local government. Additionally, this service facilitates interagency operations within the City and also provides administrative support for the other Clerk services – Licensing and Elections.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: From 2025 Request: Clerk Operations tasks include: - Posting meeting agendas - Preparing Common Council agendas - Staffing Common Council meetings - Compiling Common Council proceedings - Training city staff to use Legistar - Covering costs for the Police & Fire Commission - Routing city contracts - Filing annexations and attachments with the Register of Deeds - Providing the State with the annual certification of city boundaries - Serving as the custodian of many City records - Processing lobbyist registrations - Collecting Statement of Interest filings from committee staff and certain city employees - Providing notary services - Accepting service of lawsuits against the City - Redirecting the public to the appropriate city, county, or state agency Additional to Add: - Providing administrative support to the City Emergency Management Team - Facilitating community engagement through outreach, equity initiatives, and social media	

- Fulfilling open records requests for the public
- Coordinating purchasing and budget services for entire Clerk agency
- Processing payroll for entire Clerk agency

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

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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Discussion in process with HR currently.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

Employee Assistance Program

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	503,989	502,281	426,216	489,372	545,373	545,373
Total	**$ 503,989**	**$ 502,281**	**$ 426,216**	**$ 489,372**	**$ 545,373**	**$ 545,373**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
EAP Services	503,989	502,281	426,216	489,372	545,373	545,373
Total	**$ 503,989**	**$ 502,281**	**$ 426,216**	**$ 489,372**	**$ 545,373**	**$ 545,373**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	313,361	378,401	323,870	349,568	393,297	393,297
Benefits	198,805	119,298	116,722	129,314	150,406	150,406
Supplies	3,543	3,250	5,603	3,250	3,250	3,250
Purchased Services	43,867	71,045	49,733	71,446	71,446	71,446
Debt Othr Financing	6,757	-	-	-	-	-
Inter Depart Charges	932	1,008	1,008	1,119	1,195	1,195
Inter Depart Billing	(63,276)	(70,720)	(70,720)	(65,325)	(74,220)	(74,220)
Total	**$ 503,989**	**$ 502,281**	**$ 426,216**	**$ 489,372**	**$ 545,373**	**$ 545,373**

Employee Assistance Program

Arlyn Gonzalez, EAP Director
2300 S. Park St., Suite 111
Madison, WI 53713
Phone: (608) 266-6561 | Fax: (608) 243-0189
eap@cityofmadison.com | cityofmadison.com/eap

TO: Mayor Rhodes-Conway
FROM: Arlyn Gonzalez
DATE: July 18, 2025
SUBJECT: EAP, 2026 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

The mission of the City of Madison Employee Assistance Program (EAP) is to provide personalized and culturally inclusive counseling, management consultation, resource referral, education, and trauma response for both work and personal problems. We strive to create and support workplaces where individuals with diverse backgrounds and experiences can feel empowered and flourish in the organization. Our Key Goals for 2026 Supported by the Budget

1. **Support for Employees and the City of Madison**
   Continue providing individual and organizational support through employee and supervisor consultations, training and educational programs, workplace consultations, and trauma response services for critical workplace incidents.

2. **Expanded Promotion of EAP Services**
   Increase awareness of EAP services, particularly those that were previously under-promoted due to capacity constraints—such as mediation services.

3. **Staff Development and Onboarding**
   Continue the development and onboarding of EAP staff following a complete team turnover between 2023 and 2024, with a focus on building capacity to deliver more complex EAP services.

We regularly solicit feedback from employees following consultations and training sessions. This input informs the development of our training programs and shapes the content of our quarterly newsletter. We also track utilization data to monitor program reach and effectiveness. Through Results Madison, we are now collecting more comprehensive data to evaluate program impact—including the time it takes to connect employees with community-based mental health resources and satisfaction with the wide range of services we provide.

99.25% Budget for General, Library, and Fleet Funds (if applicable)

Due to limited options for reducing our already small budget, EAP plans to manage the 99.25% budget by prioritizing the use of the Consulting Network before engaging our external EAP provider. The

Employee Assistance Program

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Consulting Network is a more cost-effective way to provide critical incident services when internal capacity is limited.

Additionally, we plan to offer mediation services internally whenever possible and may limit the use of external EAP mediation services, as those tend to be significantly more expensive. We are currently training additional staff to provide internal mediation to further reduce reliance on external resources and manage costs more effectively.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	EMPLOYEE ASSISTANCE PROGRAM
Enter your Service:	EAP Services
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here:	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here:	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Fund	Major	$ Change	Description
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Not Applicable

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Not Applicable

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Not Applicable

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Not Applicable

Finance

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	4,378,154	5,333,063	5,357,568	6,090,584	6,200,102	6,200,102
Total	$ **4,378,154**	$ **5,333,063**	$ **5,357,568**	$ **6,090,584**	$ **6,200,102**	$ **6,200,102**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Accounting	2,372,245	2,616,111	2,596,524	3,134,667	3,214,892	3,214,892
Administrative Support	382,283	472,611	477,192	487,651	331,616	331,616
Budget & Prgm Mgmt	608,512	807,525	887,329	941,719	1,031,484	1,031,484
Internal Audit	112,117	479,819	447,265	540,355	577,031	577,031
Risk Mgmt	4,741	-	2,978	-	21,428	21,428
Treasury	898,257	956,997	946,280	986,191	1,023,651	1,023,651
Total	$ **4,378,154**	$ **5,333,063**	$ **5,357,568**	$ **6,090,584**	$ **6,200,102**	$ **6,200,102**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Misc Revenue	(16,500)	(36,500)	(16,500)	(16,500)	(16,500)	(16,500)
Transfer In	(213,200)	-	(20,000)	(20,000)	(20,000)	(20,000)
Total	$ **(229,700)**	$ **(36,500)**	$ **(36,500)**	$ **(36,500)**	$ **(36,500)**	$ **(36,500)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,655,421	4,173,463	4,225,921	4,672,214	4,914,465	4,914,465
Benefits	1,016,175	1,167,182	1,165,626	1,262,772	1,342,304	1,342,304
Supplies	140,378	125,610	125,219	124,210	124,210	124,210
Purchased Services	1,204,932	1,279,221	1,253,215	1,493,306	1,518,306	1,518,306
Debt Othr Financing	17,080	-	-	-	-	-
Inter Depart Charges	10,211	10,459	10,459	12,293	15,064	15,064
Inter Depart Billing	(1,436,342)	(1,386,372)	(1,386,372)	(1,437,711)	(1,677,746)	(1,677,746)
Total	$ **4,607,854**	$ **5,369,563**	$ **5,394,068**	$ **6,127,084**	$ **6,236,602**	$ **6,236,602**

Finance Department

David P. Schmiedicke, Director

City-County Building, Room 406
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4671 | Fax: (608) 267-8705
finance@cityofmadison.com
cityofmadison.com/finance

Accounting Services Manager
Patricia A. McDermott, CPA
Budget & Program Evaluation Manager
Christine Koh
Internal Audit & Grants Manager
Kolawole Akintola
Risk Manager
Eric Veum
Treasury & Revenue Manager
Craig Franklin, CPA

TO: Mayor Satya Rhodes-Conway
FROM: David Schmiedicke, Finance Director
DATE: July 18, 2025
SUBJECT: 2026 Operating Budget Transmittal Memo
CC: *Deputy Mayors*

Goals of Agency's Operating Budget

In keeping with the Finance Department mission to enhance the financial health of the city and serve as steward of the city's resources through financial information, advice and support to the public, employees, city agencies and policymakers, the major goals of the department services for 2026 are listed below.

Accounting Services – Implementation of Governmental Accounting Standards Board (GASB) standards; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including the general services billing and special assessment system, a new employee access portal, bid central and vendor access applications; in conjunction with the Department of Civil Rights (DCR) and other city agencies, expanding training and data collection in support of broader and more equitable participation in the city's procurement process by disadvantaged, minority and locally-owned business enterprises; enhancing efficiency through on-line payroll activities (W-4 changes, direct deposit, etc.); implementation of a new special assessment system; and continued in-house preparation of financial statements through Caseware software.

Budget and Program Evaluation – Continued progress toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative by 2026; continuing measures for a structurally-balanced budget and long-range financial planning; implementing a digital budget presentation platform, continued Data Governance efforts, including training on data management practices for city agencies and partnership with Information Technology on a data warehouse to support evidence-based decision making; supporting city-wide data projects, including those with an equity focus.

Risk Management and Administrative Services – Safety monitoring and building security overviews; continued use of on-line claim form for easier filing of claims with the city; continued support of elections by the Administrative Support Team; software application support and document layout and preparation assistance to agencies on the Document Services team; hiring of a new Administrative Services Supervisor through reallocation of an existing position.

Treasury Services – Implementation of a licensing billing system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; implementation of publicly accessible information on city investments; and enhancement of room tax internal controls.

Internal Audit Services – Continue instituting a regular cycle of auditing city agencies and programs. A grant monitoring and outreach plan, including an update to the APM for grants, monitoring federal, state, and other grant opportunities.

99.25% Budget for General, Library, and Fleet Funds

The Finance Department will continue to carefully review the need and time to fill vacant positions as a means of meeting the 99.25% budget. The department has been reallocating vacant positions for several years to meet city priorities, including staffing a data team in support of city racial equity and social justice goals, redeveloping an internal audit section to help ensure the efficient, effective and appropriate use of city resources, implementing an enterprise resource planning system to better manage and report on city finances, and increasing internal administrative support. Redirecting resources to areas of higher priority will continue to be a key element of fulfilling the department's mission in these times of on-going financial austerity. During 2025, rates of staff turnover have allowed the department to meet both salary savings and the 1% reduction.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Accounting
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
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Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Administrative Support
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Budget & Program Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Does your proposal change the total number of FTE positions for an existing classification?
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Provide the position classification and briefly describe the change:

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Enter your Service:	Internal Audit & Grants
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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Does your proposal change the total number of FTE positions for an existing classification?
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Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Risk Mgmt
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Treasury
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Update first bullet point to remove reference to personal property. The bullet point should read as follows: Revenue Processing: Calculate and receipt all revenue, including real estate tax bills.	

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Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Insurance

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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Does your proposal change the total number of FTE positions for an existing classification?
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Provide the position classification and briefly describe the change:

Click or tap here to enter text.

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Click or tap here to enter text.

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2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Workers Compensation

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Does your proposal change the total number of FTE positions for an existing classification?
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Provide the position classification and briefly describe the change:

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Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Human Resources

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	1,851,119	2,095,920	2,036,322	2,275,002	2,258,200	2,258,200
Total	$ **1,851,119**	$ **2,095,920**	$ **2,036,322**	$ **2,275,002**	$ **2,258,200**	$ **2,258,200**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Employee & Labor Relations				830,296	786,651	804,651
HR Services	*Service history not shown due to Results Madison service restructure. Services listed here started January 1, 2025.*			362,820	320,707	301,907
Organizational Development				1,081,885	1,150,842	1,151,642
Total	$ 1,851,119	$ 2,095,920	$ 2,036,322	$ 2,275,002	$ 2,258,200	$ 2,258,200

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Other Finance Source	(36,604)	-	-	-	-	-
Total	$ **(36,604)**	$ **-**	$ **-**	$ **-**	$ **-**	$ **-**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,712,510	1,943,994	1,902,962	2,073,627	2,172,548	2,196,748
Benefits	467,666	528,221	547,101	598,536	643,526	643,526
Supplies	61,848	18,950	14,891	18,950	18,950	22,950
Purchased Services	197,271	253,151	219,764	254,951	210,951	182,751
Debt Othr Financing	7,428	-	-	-	-	-
Inter Depart Charges	71,253	70,599	70,599	77,535	89,339	89,339
Inter Depart Billing	(630,253)	(718,995)	(718,995)	(748,598)	(877,114)	(877,114)
Total	$ **1,887,723**	$ **2,095,920**	$ **2,036,322**	$ **2,275,002**	$ **2,258,200**	$ **2,258,200**

Human Resources Department

Erin Hillson, Director
Madison Municipal Building, Suite 261
215 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4615 | Fax: (608) 267-1115
hr@cityofmadison.com
cityofmadison.com/human-resources

TO:	Mayor Rhodes-Conway
FROM:	Erin Hillson, Director of Human Resources
DATE:	July 18, 2025
SUBJECT:	Human Resources Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The Human Resources Department supports the citywide goal of sustaining an effective and efficient government by meeting the four following goals:
1. Attract a talented and diverse workforce
2. Retain an engaged and diverse workforce where all employees feel they belong.
3. Develop our employees and organization to be an inclusive and high performing City.
4. Implement innovative and progressive Human Resources practice.

In 2025, Human Resources will complete:
- The purchase of a Human Resources Management System
- The citywide compensation and classification study
- Implementation of the Partnership Pipeline Program
- Consolidation of employee facing surveys and standardizing survey action plans
- Development of four distinct career pathways for employees within the City

In addition, 2025 saw full creation and release of the City's Talent Management Strategy, aimed at improving the following Results Madison indicators:
1. Decreasing overall organizational turnover
2. Decreasing turnover in the first year of employment
3. Increasing satisfaction rates with City employment
4. Improving BIPOC and traditionally marginalized gender retention rates
5. Increasing internship, apprenticeships, and trainee agreements
6. Improving the availability of opportunities for employees to develop knowledge and skills
7. Maintaining a high rate of perception that employees feel they belong on their team
8. Maintaining a high rate of customer service satisfaction including:
    a. Staff responded in kind and empathetic way
    b. Staff responded within two business days of initial request
9. Reducing time to fill positions to 70 days

In 2026, Human Resources will be implementing an organizational restructure to meet the following goals:

- Support the purchase, implementation, and ongoing administration of the Human Resources Management System with existing staff and our supplemental budget request
- Develop a new service area related to benefits to reduce the scope and oversight of employee and labor relations
- Create an organizational firewall between labor relations and leave and benefits administration
- Improve organizational confidence in discreet record-keeping to ensure the privacy and safety of medically related documentation
- Begin automation of the career pathways developed in 2025 through use of the Human Resources Management System
- Fully implement our skills-based hiring program
- Automate standardized onboarding processes
- Develop standards and tools for succession planning
- Create and implement Citywide project management and SOP guidelines and support
- Create a roadmap for agencies to complete long-term strategic plans

Human Resources Service Areas
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, provides HRIS support, 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. In this budget year Human Resources will begin separation of the Benefits unit from Employee and Labor Relations to be completed in the 2027 budget.

- Finally, the **Organizational Development** unit promotes organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, organizational development consultations and community outreach programs.

99.25% Budget for General, Library, and Fleet Funds

In 2026 we intend to manage to our 99.25% budget initially by salary savings, but also by holding on purchases within our training and conference budget and consultant budget until salary savings have fully been realized.

In terms of efficiencies, we are intending to continue to work with the Human Resources Management System to reduce dependency on paper based manual systems, and to create high levels of efficiency and service related to all components of our Talent Management Strategy including but not limited to hiring, classification, benefits management, orientation, onboarding, learning and development, and performance management.

If salary savings are not realized, given the proportion of the Human Resources budget that is predominantly made up of salaries and benefits, the required 0.75% reduction in Human Resources budget will be required to come from our Training and Conference budget line, and Performance Excellence (Consultant) budget line. These budgets together are $110,000 dollars. The required reduction is $17,000. The resulting impact to Training and Conferences and Performance Excellence is a reduction of approximately 15%.

The services provided through these budget lines include:
- Consultation to agencies in Executive Team Development
- Leadership training and evaluation services
- Internal and external voice of the customer survey development and implementation
- Standardized work planning
- Training development and evaluation related to key services and expectations like data management, communication, performance management, gender equity, and racial equity and social justice
- Change management training and consultation

Consequently, this 0.75% reduction would have a direct impact on proactively designing, developing, and delivering systems and tools in order to achieve a healthy and effective organization.

Reallocations and Other Changes

In order to ensure adequate staffing and support for the Human Resources Management System and to meet the goals identified above, the Human Resources Department is submitting the following re-allocations:

Re-allocating funding for Neogov (approximately $33,000) to staffing support for new Human Resources Management System including:

1. Modification of Human Resources Program Assistant 2 to Human Resources Analyst 2 responsible for administering the Human Resources Management System as well as continuing to provide Benefit Program support. We are anticipating under-filling this position in 2026 as a Community Relations Specialist at 18/4, for a total cost in 2026 of $4,600
2. Modification of HRA3 to HRA4 in HR Services, responsible for overseeing marketing, outreach, and HRMS support. This has a total cost in 2026 of $12,200
3. Modification of Human Resources Benefits Supervisor to Human Resources Benefits Manager (18/15), responsible for oversight of benefits, leave administration, accommodations, and HRMS administration. $13,500

These requests and the supplemental request will improve our ability to successfully implement our Talent Management Strategy including hiring, learning and development, onboarding, performance management, learning and development, safety, and retention outcomes.

Our budget also includes transfer of a position (4878) of Transit Employee Relations Assistant in classification S001, to Human Resources as an Administrative Assistant (J010). This position would move with the current responsibilities of the position which include support for bargaining, employee relations, and drug testing. The position movement would improve outcomes related to citywide bargaining, and create increased consistency in citywide drug testing. This transition will be cost neutral to the Citywide budget.

Optional Supplemental Request

Supplemental Request 1

We are proposing increasing the salaries budget by $105,500 to fund a position solely responsible for implementation of the enterprise-wide Human Resources Management System. This system is being purchased in 2025, and will require at least 1 FTE of additional staff to support the software. A recent resource estimate completed by our consultant, Moss Adams, anticipated a total of 4.5-8 individuals who would have responsibility for functions within the HR Management System administration. While this request is not technically related to a new facility, it is related to new software which has similar needs for maintenance and support from trained administrators.

In comparison to our request of one additional position, we see a similar functional structure for MUNIS which is enterprise-wide and supported by two full-time staff, along with shared responsibilities throughout the organization. While we are focused on re-allocating several individuals with varied responsibilities for the system in our cost to continue budget reallocations (above), at least one full-time position is necessary for responsibilities including managing and maintaining the Human Resources Management System; supporting and collaborating with users and other invested parties; reporting, analysis, and improvements; and security and compliance.

Without this position, existing staff will be required to provide administration support without a full-time, experienced HRMS/HRIS professional administering the software. Comparison positions include position #4580 and position #777 in Finance. Given the outlined responsibilities (position description attached), Human Resources estimates this position at CG/R 18/8.

Supplemental Request 2

In our supplemental budget request we are also transitioning one FTE and the associated workload from Metro Transit to increase administrative capacity, consistency and efficiency with regard to bargaining, drug testing, and supervisory and investigation support. This is part of a multi-agency restructure that includes reduction of an HRA Manager (44/12) to an HRA 1 (44/6). The cost savings in this restructure is primarily realized in the Metro Transit budget.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Employee & Labor Relations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: This area will be updated in the 2027 budget.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	16790	Additional Salary for modified positions
1100 - GENERAL	52 - BENEFITS	1210	Additional Benefits for modified positions
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The requested changes incorporate position modifications to ensure preparation for implementation of a robust Citywide Human Resource Management System. The position modifications will provide firewalls between Benefits functions and Labor Relations functions.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will advance equity goals through a variety of Human Resources functions including equitable management of performance and the ability to track performance across various demographics, equitable delivery of learning and development, safety, and career pathway opportunities.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

PCN# 877 is reclassified from 18/12 to 18/15 as Benefits Manager
PCN# 4998 is reclassified from 20/12 to 18/4 Community Relations Specialist

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Does your proposal change the total number of FTE positions for an existing classification?
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☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

These requests will improve our ability to successfully implement our Talent Management Strategy including implementation and administration of our Human Resources Management system, improvements in onboarding, orientation, performance management, learning and development, safety, and retention.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

These positions will be critical to us meeting our goals in Human Resources to:

- Support the purchase, implementation, and ongoing administration of the Human Resources Management System with existing staff and our supplemental budget request
- Develop a new service area related to benefits to reduce the scope and oversight of employee and labor relations
- Create an organizational firewall between labor relations and leave and benefits administration

- Improve organizational confidence in discreet record-keeping to ensure the privacy and safety of medically related documentation
- Begin automation of the career pathways developed in 2025 through use of the Human Resources Management System
- Fully implement our skills-based hiring program
- Automate standardized onboarding processes
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Enter your Service:	HR Services
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
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1100 - GENERAL	51 - SALARIES	10640	Increase of Salaries Budget to accommodate creation of a recruiting supervisor role at the HRA-4 level.
1100 - GENERAL	52 - BENEFITS	1560	Increase to Benefits expenses related to position change above.
1100 - GENERAL	54 - PURCHASED SERVICES	-29,000	Neogov Software expenses will be funded through IT budget. Move funding to Salaries budget to offset reclassification of positions in HR Services and Employee & Labor Relations. Reallocate $2000 to Supplies to offset Postage increases.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is needed in the 2026 budget to help support the administration needs of the new HRMS being purchased in 2025. This position will provide supervisory support for lower level HR Services staff, while being the lead on implementation of compensation and classification changes, as well as on implementation of the HRMS. The position is anticipated to intersect with all other areas of Human Resources to provide confidential HR Services support in our most complex recruitments, establish new relationships for outreach and recruitment needs, and oversee staffing of our Personnel Board.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This position aims to improve recruitment and retention outcomes, including our indicators for employees who are BIPOC and traditionally marginalized genders. The HRMS will be critical in improving growth and retention outcomes for employees that are focused on equitably accessible opportunities and development.

In addition, we are hoping the implementation of the HRMS will improve onboarding processes that reduce turnover in first year employees. This software will also reduce dependency on paperbased products leading to greater sustainability, and efficiencies in workflow.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Increase PCN# 865 from an HRA-3 to an HRA-4.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

The total number of FTEs remains the same. The number of HRA3s is reduced by 1 and the number of HRA4s is increased by 1.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

With the proposed change the HR Services area will function more efficiently and implementation of the HRMS will have the necessary support to successfully update the employee onboarding process.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

For residents seeking or obtaining jobs with the City, the changes should make the applicant tracking process more efficient and decrease the time to fill City jobs.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Organizational Development
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**.   Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
Select	51 - SALARIES	Enter $.	Click or tap here to enter text.
Select	52 - BENEFITS	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Organizational Development

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☒ Funding operating expenses for a new City facility that is not included in the base budget ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? While not technically a new physical facility, new software is not unlike a new facility in that it requires operational support to allow for most efficient use of the services. This request would add one position in Human Resources to administer the new Human Resources Management System which will come online in 2026. This system will build the required infrastructure for all Human Resources Management including but not limited to hiring, performance management, safety, learning management, succession planning, etc. The administrator position will effectively maintain the system much as a facility maintenance worker might maintain a physical space. Prior to asking for this position, we are reallocating positions within Human Resources in the cost to continue budget and through the second supplemental request which is a cost neutral shift of a position from Metro Transit to Human Resources to assist with administrative functions. The reallocations also include shifts from administrative functions to higher level professional support for the Human Resources Management System by way of conversion of a Program Assistant to a Human Resources Analyst Trainee, and reallocation of the Human Resources Benefits Supervisor to a Managerial position.

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

If funded, we will have a considerable amount of data and resources we are able to use to track the success of the position through data contained in the Human Resources Management System itself, including but not limited to:

1. Decreasing overall organizational turnover
2. Decreasing turnover in the first year of employment
3. Increasing satisfaction rates with City employment
4. Improving BIPOC and traditionally marginalized gender retention rates
5. Increasing internship, apprenticeships, and trainee agreements
6. Improving the availability of opportunities for employees to develop knowledge and skills
7. Maintaining a high rate of perception that employees feel they belong on their team
8. Maintaining a high rate of customer service satisfaction including:
   a. Staff responded in kind and empathetic way
   b. Staff responded within two business days of initial request
9. Reducing time to fill positions to 70 days

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will advance equity goals through a variety of Human Resources functions including equitable management of performance and the ability to track performance across various demographics, equitable delivery of learning and development, safety, and career pathway opportunities.

Part 3. Budget Estimate		
Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.		
	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$102000	$110000
# of FTEs	1	1
Supplies:	$3500	$600
Purchased Services:	$0	$0

Total	$105500	$110600

Explain the assumptions you used to estimate costs:

Cost of 18/8 Salary & Benefits (single healthcare) for 23 pay periods in 2026. Cost for laptop, dock, monitors, other peripherals, desk phone, Adobe Acrobat Pro, desk chair. Annualized cost includes salary & benefits at the 18/8/4 level along with Adobe Acrobat Pro, and depreciation on equipment.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Employee and Labor Relations

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☐ Funding operating expenses for a new City facility that is not included in the base budget ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? This position is being proposed as a supplemental request although it is a reallocation of an existing position with associated costs from Metro Transit to Human Resources. The position is an Administrative Assistant and is responsible for drug testing, bargaining administration, and performance management support. The position currently reports to the Chief People Officer for Metro Transit, and will report directly to the Employee and Labor Relations Specialist. The work of the position is currently focused on drug testing, bargaining administration, and performance management support, but the position will assume Citywide responsibilities for this work. This will improve consistency and efficiency with current workload, and is in part going to allow for better administration of collective bargaining agreements if there is a growth in certified unions over the next year. This reallocation is also a part of a larger cross-departmental effort to seek efficiency through reduction of an HRA Manager in Metro Transit to an HRA 1 position which will assume some of the duties of the Administrative Assistant in order to create capacity for them to take on the Citywide

work. In total, the cost of the two positions is a reduction, although the reduction is primarily experienced in Metro Transit.

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

If funded, we will have a considerable amount of data and resources we are able to use to track the success of the position through data contained in the Human Resources Management System, including but not limited to:

1. Decreasing overall organizational turnover
2. Decreasing turnover in the first year of employment
3. Cost and time for resolution for grievance management
4. Reduction in grievances through improved grievance data trending support
5. Improved onboarding outcomes

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This position will meet equity goals through better use of grievance and disciplinary related data to stem trends in disputes, resolve process issues equitably across demographic groups, and improved communication and bargaining outcomes through better tracking of information and communication.

Part 3. Budget Estimate		
Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.		
	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$84900	$90000
# of FTEs	1	1
Supplies:	$500	$600
Purchased Services:	$Click or tap here to enter text.	$Click or tap here to enter text.
Total	$85400	$90600
Explain the assumptions you used to estimate costs:		

CG 20/14 full year salary & benefits (single health) with mid-year increase to step 2. Additional monitor, Adobe Acrobat Pro, additional peripherals. For annualized cost 20/14 step 4 with Adobe and depreciation on equipment.

Information Technology

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	9,124,507	9,552,148	10,545,121	10,981,261	11,839,610	11,839,610
Total	**$ 9,124,507**	**$ 9,552,148**	**$ 10,545,121**	**$ 10,981,261**	**$ 11,839,610**	**$ 11,839,610**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Business Solutions				3,433,922	3,993,084	3,993,084
Collaboration & Portfolio Mgmt	*Service history not shown due to Results Madison service restructure. Services listed here started January 1, 2025.*			1,421,896	1,467,622	1,467,622
Contracting & Procurement				10,155	(28,959)	(28,959)
Digital Inclusion & Experience				3,158,398	3,221,003	3,221,003
Network Infrastructure				1,535,476	1,805,309	1,805,309
Security & Compliance				1,421,416	1,381,552	1,381,552
Total	$ 9,124,507	$ 9,552,148	$ 10,545,121	$ 10,981,261	$ 11,839,610	$ 11,839,610

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(7,575)	(5,000)	(9,299)	(13,000)	(13,000)	(13,000)
Charges For Services	(2,260)	(5,000)	-	(5,000)	(5,000)	(5,000)
Other Finance Source	(126,854)	(8,000)	-	-	-	-
Total	**$ (136,688)**	**$ (18,000)**	**$ (9,299)**	**$ (18,000)**	**$ (18,000)**	**$ (18,000)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	4,473,802	4,937,797	4,769,024	5,239,494	5,425,804	5,425,804
Benefits	1,297,774	1,416,986	1,467,965	1,520,235	1,523,035	1,523,035
Supplies	144,630	18,850	19,618	18,850	18,850	18,850
Purchased Services	2,651,366	5,025,768	6,127,434	6,264,507	7,283,651	7,283,651
Debt Othr Financing	1,918,379	-	-	-	-	-
Inter Depart Charges	25,276	28,317	27,950	28,586	43,026	43,026
Inter Depart Billing	(1,250,032)	(1,857,571)	(1,857,571)	(2,072,411)	(2,436,756)	(2,436,756)
Total	**$ 9,261,195**	**$ 9,570,148**	**$ 10,554,419**	**$ 10,999,261**	**$ 11,857,610**	**$ 11,857,610**

Information Technology

Sarah Edgerton, Information Technology Director

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Madison, WI 53703
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it@cityofmadison.com
cityofmadison.com/information-technology

TO: Mayor Satya Rhodes-Conway and David Schmiedicke, Finance Director
FROM: Sarah Edgerton, Information Technology Director
DATE: July 18, 2025
SUBJECT: 2026 IT Operating Budget Transmittal Memo
CC: Deputy Mayors and Budget and Program Evaluation Staff

Goals of Information Technology's 2026 Operating Budget

The City of Madison's technological needs are continuously and rapidly evolving as we grow as a City and look for more efficient ways to deliver services. These needs range from current operations, such as public safety, to future automation of work processes which are increasingly more data-intensive, and to the demand for cloud services. This year, we will begin to engage our customers in developing a technological roadmap to support future technological needs in City operations.

The Information Technology (IT) 2024-2027 Strategic Plan sets the vision and direction to mature as an organization, and to create a secure, accessible, transparent, digital experience for all our customers. The IT Strategic Plan focuses on seven strategic areas: **Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure & Operations and Security.** These are key strategic areas used to create a unifying vision for the City's focus around digital technologies and to ensure strategic investments are made to provide the most value to the City's growing needs.

We use the IT Strategic Plan to guide the development of our annual budget and work plan. The IT 2026 Work Plan outlines our major projects by aligning our Strategic Priorities, Budget Programs, and Work Plans, we ensure that our investments are furthering our organizational goals. To maintain this alignment, we use our IT 2025 Service Framework and Results Madison performance indicators to analyze and provide us with insight into our department's performance. 2026's project work includes the following key highlights:
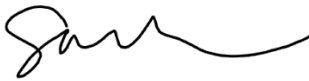
- Digital Workplace: Implementation of the City's first Human Resources Management system; Continuing to build the Digital Accessibility Program (WCAG 2.2 Compliance)
- Security, Risk & Compliance: Ongoing upgrades for the City's Information Security Infrastructure; Implementing a System Logging Solution; PCI Compliance Audit Reviews; Implementation of a Password Safe Solution
- Infrastructure and Operations: Network Infrastructure Lifecycle Management Replacements
- Customer Service: Improving the Customer Service Ecosystem
- Enterprise Business Solutions: Completing migration of Accela and UKG to the cloud; beginning the Tyler Munis Migration to the cloud; the potential implementation of the City's first Data Warehouse

- Collaboration, Communication & Portfolio Management: Refining and finding efficiencies in the Risk Management & Asset Protection Process

99.25% Budget

For 2026, our Information Technology operating budget target is $11,839,610. This budget target reflects 99.25% of IT's cost to continue budget. To achieve the .75%, $89,468 reduction, we will continue to monitor and review the need and time to fill vacant positions to meet the 99.25% budget. We take the opportunity with every vacancy to evaluate our organizational structure and to make decisions on hiring based on the growing needs of customers and residents.

I look forward to discussing our IT 2026 Operating Budget with you.

Sincerely,
Sarah Edgerton, Chief Information Officer
City of Madison Information Technology Director

Links:

1. 2024-2027 Strategic Plan
2. 2025 Information Technology Service Framework with Results Madison KPIs

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Business Solutions
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No Changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

No Changes.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Collaboration, Communication, & Portfolio Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No Changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

No Changes.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Contracting, Procurement & Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No Changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

No Changes.

Part 3. Personnel Changes

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

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Digital Inclusion & Experience
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No Changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

No Changes.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Provide the position classification and briefly describe the change:

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Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Network Connectivity & Infrastructure
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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2026 Operating Budget
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Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Security & Compliance
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
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Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

Common Council

Agency Budget by Fund

Fund		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
General		951,037		1,130,046		1,057,338		1,177,689		1,273,960		1,273,960
Total	**$**	**951,037**	**$**	**1,130,046**	**$**	**1,057,338**	**$**	**1,177,689**	**$**	**1,273,960**	**$**	**1,273,960**

Agency Budget by Service

Service		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Common Council		951,037		1,130,046		1,057,338		1,177,689		1,273,960		1,273,960
Total	**$**	**951,037**	**$**	**1,130,046**	**$**	**1,057,338**	**$**	**1,177,689**	**$**	**1,273,960**	**$**	**1,273,960**

Agency Budget by Major-Revenue

Major Revenue		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Misc Revenue		(18,208)		(20,000)		(20,963)		(20,000)		(20,000)		(20,000)
Total	**$**	**(18,208)**	**$**	**(20,000)**	**$**	**(20,963)**	**$**	**(20,000)**	**$**	**(20,000)**	**$**	**(20,000)**

Agency Budget by Major-Expense

Major Expense		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Salaries		692,614		835,861		763,919		870,287		916,001		922,902
Benefits		131,582		117,196		152,299		125,560		129,805		124,805
Supplies		56,173		75,300		54,608		75,300		75,300		76,400
Purchased Services		42,531		59,311		45,097		59,311		59,311		56,310
Inter Depart Charges		46,345		62,378		62,378		67,230		113,543		113,543
Total	**$**	**969,245**	**$**	**1,150,046**	**$**	**1,078,301**	**$**	**1,197,689**	**$**	**1,293,960**	**$**	**1,293,960**

Office of the Common Council

City-County Building, Room 505
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4071 | Fax: (608) 267-8669
council@cityofmadison.com
www.cityofmadison.com/council

TO: Mayor Rhodes-Conway
FROM: Karen Kapusta-Pofahl, Common Council Chief of Staff
DATE: July 18, 2025
SUBJECT: Common Council Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's 2026 Operating Budget

The goal of the Common Council Office 2026 budget request is to strengthen support for the alders and the Council as a body to do the important work of representing their constituents and the city though the reallocation of existing funds. Our 2026 workplan focuses on implementing an annual alder onboarding/offboarding cycle now that staggered terms are in effect. We are also planning to build out additional staff capacity through the hiring of fall/spring paid intern(s). Additionally, we will be exploring additional ways to further the goal of providing support and resources to the City's boards, commissions, and committees.

99.25% Budget for General, Library, and Fleet Funds

The Council Office expects to be able to absorb a .75% base budget reduction (-$9,627) without impacting our level of service in 2026. Historically, the Common Council Office underspends its overall annual budget by at least 2% each year.

Note: A request for a position study for one of our staff positions is pending with HR, which, depending on the outcome, could require some of our funds to be used to address any change in classification. Additionally, by dedicating $6,901 to hiring an additional paid intern at the 2026 AASPIRE rate, we can expect that amount to be consistently spent in the future. As a result, any further reduction to the Common Council Office budget in 2027 and beyond could negatively impact the level of service.

Reallocations and Other Changes

To expand capacity in the Council Office and to support our community engagement efforts, this budget request includes the reallocation of a total of $8,001 in existing funds. This reallocation results in the reallocation of the underutilized Alder Intern Matching Program funds ($5,000) and a $3,001 reduction in the funds available for alder training and conflict mediation (from $21,176 to $18,175).

Additional Paid Intern
This request reallocates funds to be able to fund additional (fall/spring) paid intern(s) at the 2026 AASPIRE intern pay rate for up to 320 hours per year ($6,901 total).
- Reallocate $5,000 from the Benefits major to the Salaries major, eliminating the individual alder intern stipends of $250 per alder
- Reallocate $1,901 from the Purchased Services major to the Salaries major, shifting $1,901 of the alder conflict mediation funds to funding a paid intern

Small Business FAM Tour

The Common Council Office collaborates with the Economic Development Division to provide alders with an annual opportunity to learn more about local businesses that receive City funds. In order to properly share the costs of the event with EDD, this request dedicates $500 from the alder training and conflict mediation funds to cover half of the cost of any Metro staffing costs for the day-long event, along with supplies. This amount assumes the Economic Development Division, who is our partner for this event, will cover the other half of any Metro staffing costs. The Economic Development Division is aware of this request.

Promotional Items
The Council Office provides small promotional items ("swag") when staffing information tables at events around the city. This request reallocates $600 from the alder training and conflict mediation funds to purchase promotional items (such as magnets, pens, buttons, or similar).

Future Planning

We would like to also take this opportunity to flag the need to create dedicated staff position(s) to assist with the management and support of City boards, commissions, and committees (BCCs) through the training of BCC staff, officers, and members, as well as working to improve the consistency of operations across the entire BCC system. I will be discussing possible options for such a position with my colleagues in the BCC Administrative Services Team steering group, including questions of agency placement, type of work, classification, and so on.

2026 Operating Budget
Service Budget Proposal Form

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

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

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 on Tuesdays, generally twice per 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 distributed to constituents through meetings, blog posts, emails and other written correspondence, phone calls, newsletters, and questionnaires. The Council Office includes staff who perform various administrative, management, and clerical functions for Council members.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Policy and Budget Authorization: Adopt policies and budgets that support the Imagine Madison - Comprehensive Plan.
• Staff Committee and Workgroup Meetings: Draft, review and/or distribute agendas and meeting information, schedule and mail notices for neighborhood meetings.
• Legislative Research and Analysis: Conducted by Council Chief of Staff and Council Legislative Analyst per the request of Council members.
• Community Engagement: Conducted by the Council members and by the Council Community Engagement Strategist
• Legislative process support: Conducted by Legislative Process Liaison

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Mayor

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	1,332,317	1,539,364	1,433,836	1,481,156	1,516,836	1,516,836
Other Grants	268,240	-	-	-	-	-
Total	$ 1,600,557	$ 1,539,364	$ 1,433,836	$ 1,481,156	$ 1,516,836	$ 1,516,836

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Mayor	1,187,446	1,253,933	1,267,269	1,279,708	1,304,246	1,304,246
Sustainability	413,111	285,431	166,567	201,448	212,590	212,590
Total	$ 1,600,557	$ 1,539,364	$ 1,433,836	$ 1,481,156	$ 1,516,836	$ 1,516,836

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,302,028	1,501,483	1,410,221	1,473,856	1,548,147	1,544,326
Benefits	313,299	355,931	366,701	383,162	395,859	395,859
Supplies	5,920	8,818	11,043	8,818	8,818	12,639
Purchased Services	55,434	74,502	47,240	65,346	65,346	65,346
Inter Depart Charges	30,038	3,163	3,163	3,913	10,092	10,092
Inter Depart Billing	(374,402)	(404,533)	(404,533)	(453,939)	(511,426)	(511,426)
Transfer Out	268,240	-	-	-	-	-
Total	$ 1,600,557	$ 1,539,364	$ 1,433,836	$ 1,481,156	$ 1,516,836	$ 1,516,836

Office of the Mayor

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

TO: Mayor Rhodes-Conway
FROM: Jessica Price, Sustainability and Resilience Manager
DATE: July 18, 2025
SUBJECT: Mayor's Office Sustainability Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

The Madison Sustainability and Resilience Office, housed within the Mayor's Office due to the cross-cutting nature of its work, strives to cut climate pollution, prepare for and minimize the impacts of climate change, improve environmental quality, and ensure the health and well-being of all Madisonians. We work to achieve these goals through authentic and inclusive partnerships among the City, local businesses, community organizations, and individual Madisonians. In 2026, the Sustainability and Resilience Office will continue to administer programs that improve energy efficiency and cut climate pollution from commercial and residential buildings, support expansion of renewable energy and phasing out of fossil fuels, grows community resilience to extreme heat and poor air quality, and increase access to no and low carbon transportation, and more.

The Sustainability and Resilience Office measures progress on program metrics via Results Madison, tracks progress on the city-wide sustainability work included in the City of Madison Sustainability Plan, and tracks City and community-wide greenhouse gas and renewable energy targets, and measures local air quality.

99.25% Budget for General, Library, and Fleet Funds (if applicable)

The Sustainability and Resilience Office plans to meet the 0.75% budget reduction target through staff savings. This will be achieved by charging portions of staff time to existing grants.

Reallocations and Other Changes (if applicable)

No reallocations are planned for the 2026 budget submittal related to sustainability and resilience work.

Optional Supplemental Request (if applicable)

The Sustainability and Resilience Office is submitting two supplemental budget requests for consideration, both related to the criterion of "funding ongoing costs associated with one-time revenue sources that will no longer be available in 2026." The requests are:

1. **Personnel:** Transition an LTE Sustainability Coordinator position to an FTE position of the same job class in August 2026 and move 65% of the expenses for the position from capital to operating at that time. The remaining 35% are included in the capital budget. Because the transition would begin in August 2026, operating budget expenses for 2026 are lower than they would be in years following, but the 65%/35% split in time between the operating and capital budgets, respectively, is anticipated to continue in future years.

    Funding Source Change: One-time revenues from federal funding for this position are ending or have become unavailable in 2026, but the work to deliver sustainability services including air quality

monitoring and residential energy efficiency programming continues. We are actively pursuing costs savings across the sustainability program to ensure efficient use of program budget and will seek additional grant funding if/when opportunities arise.

Rationale for Position: The Sustainability and Resilience Program works to cut climate pollution, improve the City's resilience to the direct and indirect impacts of climate change, and reduce the City's overall environmental impact, all while centering equity and environmental justice. The LTE to FTE role in particular delivers programs that provide energy efficiency upgrades to income-qualified housing, which save energy, lower utility bills (reducing energy burden), and make homes healthier (reducing health inequities). In addition, this role focuses on climate resilience, especially concerning heat and air quality, providing air quality monitoring and education with a focus on identifying potential disparities in exposure to particulate matter and providing culturally responsive education and outreach. This work is vital to the Office's goals, and we require resources to continue the work on an ongoing basis.

Alternative: If it is not possible to make the LTE position permanent at this time, another option would be to extend the position for another 1-2 years, with the anticipation that grants could cover some portion of the cost. Looking forward, the Sustainability and Resilience Office anticipates seeking resources for permanent staffing for this and other growing bodies of work. While the position discussed here is focused on work related to energy efficiency in lower income homes, air quality, and climate resilience, another temporary position we have until 2027 focuses on decarbonizing buildings, GIS support, and support for the Building Energy Savings Program (BESP). With a multi-year phase-in of BESP requirements, the need for dedicated staff support is increasing.

2. **Software:** Include funding in the operating budget to continue software expenses to operate the community-wide network of air quality sensors that was formerly paid for by a grant in the capital budget.

   The city-wide network of air quality sensors aims to help understand air pollution in our community. These sensors measure particulate matter pollution - small particles that can cause heart and breathing problems. Air quality impacts from particulate matter are a growing concern, as smoke from wildfires in the western US and Canada is leading to poor air quality in Madison with increasing frequency. Madison's sensor network is helping our community understand the amount, location, and potential sources of particulate matter pollution, and whether any areas of our community have higher exposure to particulate matter than others. Better information about air quality will help us know when to take action to protect our health and help our community develop strategies to reduce pollution when and where it is highest.

   This project relies on the continued operations of two software platforms. The QuantAQ Cloud software collects, stores, and manages data from the sensors and enables day-to-day operations of the network to ensure all sensors are functioning properly. The Love My Air platform pulls air quality data from the Quant AQ Cloud into an easily accessible online dashboard display designed for

communicating air quality information to school aged children and families. Love My Air adds data from Madison's network to the Love My Air Wisconsin website and enables public access to local air quality data, that residents can use to keep themselves and their families safe during times of poor air quality. The air quality monitoring project is funded by a federal grant that is ending in 2026. We had hoped for continued federal funding support for these critical software tools. To reduce costs, we have negotiated a discounted subscription rate for the Love My Air platform.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	MAYOR
Enter your Service:	Mayor
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	MAYOR
Enter your Service:	Sustainability
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	MAYOR
Enter your Service:	Sustainability

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☐ Funding operating expenses for a new City facility that is not included in the base budget ☒ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? This supplemental proposal includes two requests: 1. Personnel: Transition an LTE Sustainability Coordinator Position (Job Class Code H320) to an FTE position of the same job class in August 2026 and move 65% of the expenses for the position from capital to operating at that time. The remaining 35% are included in the capital budget. One-time revenues from federal funding for this position are ending or have become unavailable in 2026, but the work to deliver sustainability services including air quality monitoring and residential energy efficiency programming continues. We are actively pursuing costs savings across the sustainability program to ensure efficient use of program budget and will seek additional grant funding if/when opportunities arise. 2. Software: Include funding in the operating budget to continue software expenses to operate the community-wide network of air quality sensors that was formerly paid for by a grant in the capital budget. The QuantAQ Cloud software collects, stores, and manages data from the sensors and enables day to day operations of the network to ensure all sensors are functioning properly. The Love My Air platform pulls air quality data from the Quant AQ Cloud into an easily accessible online dashboard display designed for

communicating air quality information to school aged children and families. Love My Air adds data from Madison's network to the Love My Air Wisconsin website and enables public access to local air quality data, that residents can use to keep themselves and their families safe during times of poor air quality. The air quality monitoring project is funded by a federal grant that is ending in 2026. We had hoped for continued federal funding support for these critical software tools. To reduce costs, we have negotiated a discounted subscription rate for the Love My Air platform.

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

Personnel: This position serve a vital role in delivering on the activities and milestones identified in the Sustainability and Resilience Program work plan, which are tracked quarterly. In addition, all Sustainability staff participate in the employee checkin process, setting programmatic and professional development goals that they check-in with their supervisor on at least quarterly.

Software: This software is essential for continuing to operate the community-wide network of air quality monitors and make the data they provide available and useful to the public. Success in this case means the network continues to operate, any issues with sensors are identified and addressed in a timely manner, the data is collected and stored, and the public has access to this data in a timely manner.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Sustainability and Resilience Program works to cut climate pollution, improve the City's resilience to the direct and indirect impacts of climate change, and reduce the City's overall environmental impact, all while centering equity and environmental justice. The LTE to FTE role in particular delivers programs that provide energy effiency upgrades to income-qualified housing, which save energy, lower utility bills (reducing energy burden), and make homes healthier (reducing health inequities). In addition, this role focuses on climate resilience, especially concerning heat and air quality, providing air quality monitoring and education with a focus on identifying potential disparities in exposure to particulate matter and providing culturally responsive education and outreach.

The city-wide network of air quality sensors aims to help understand air pollution in our community. These sensors measure particulate matter pollution - small particles that can cause heart and breathing problems. Madison's sensor network is helping our community understand the amount, location, and potential sources of particulate matter pollution, and whether any areas of our community have higher exposure to particulate matter than others. Better information about air quality will help us know when to take action to protect our health and help our community develop strategies to reduce pollution where it is highest.

Part 3. Budget Estimate

Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.

	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$33,857	$81,257
# of FTEs	.65*	.65
Supplies:	$Click or tap here to enter text.	$Click or tap here to enter text.
Purchased Services:	$105,100	$105,100
Total	$138,957	$186,357

Explain the assumptions you used to estimate costs:

*Personnel: The total salary and benefits budget for 2026 for the position is $125,010. The total annualized cost of transitioning .65 FTE of this position to the General Fund is $81,257. Personnel costs in 2026 assume the LTE position transitions to an FTE position in August 2026; therefore, the total cost in 2026 is $33,857 (81,257 * 5 months = 33,857).

Software: 1) Renewing one-year subscription to LoveMyAir at $35,100 in June 2026 + Renew two-year subscription for QuantAQ Cloud Services at $70,000 = $105,100 total

Municipal Court

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	325,118	311,596	258,359	378,660	362,804	362,804
Total	$ 325,118	$ 311,596	$ 258,359	$ 378,660	$ 362,804	$ 362,804

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Court Services	325,118	311,596	258,359	378,660	362,804	362,804
Total	$ 325,118	$ 311,596	$ 258,359	$ 378,660	$ 362,804	$ 362,804

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(368,259)	(430,000)	(435,385)	(378,000)	(378,000)	(378,000)
Fine Forfeiture Asmt	20,067	11,500	4,972	12,500	-	-
Misc Revenue	36	-	147	-	-	-
Total	$ (348,156)	$ (418,500)	$ (430,266)	$ (365,500)	$ (378,000)	$ (378,000)

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	413,913	427,336	429,741	442,747	455,496	455,496
Benefits	160,082	168,890	158,332	167,330	146,736	146,736
Supplies	24,628	30,000	29,748	35,000	35,000	40,000
Purchased Services	73,477	102,503	69,438	97,503	101,803	96,803
Inter Depart Charges	1,175	1,366	1,366	1,580	1,769	1,769
Total	$ 673,275	$ 730,096	$ 688,625	$ 744,160	$ 740,804	$ 740,804

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

July 21, 2025

TO: Mayor Rhodes-Conway
FROM: Daniel P. Koval, Municipal Judge
DATE: July 18, 2025
SUBJECT: Municipal Court Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

Operating budget requests should be informed by agency work plans and enable your agency to complete its core activities.

- What are the key goals of your agency's work plan for 2026? How does your budget request support your work plan? **The court continues to work toward flexibility in scheduling by offering both in-person and electronic means to allow court users to conduct court business.**

- What data are you measuring to determine if your agency is meeting its goals? This can include service indicators from the Results Madison data engagement or other metrics. **The feedback from court users has been overwhelmingly positive based upon in-person comments and website feedback.**

99.25% Budget for General, Library, and Fleet Funds (if applicable)

The 2026 budget target for General, Library, and Fleet fund agencies is 99.25% of the cost to continue projection. A budget reduction of -0.75% is built into the base budget. Agencies can meet this target through multiple strategies, such as holding positions vacant or reducing low priority spending for supplies and purchased services.

- How do you plan to manage to your budget target in 2026? **Court Administrator will monitor the YTD budget reports at least every quarter to compare actual spending to budgeted amounts and will make necessary adjustments in spending where possible.**

- Do you have strategies to slow down growth in costs? This may include discontinuing lower priority activities, streamlining processes, coordinating with other agencies, or developing innovative approaches to service delivery. **The court will redesign the citation brochure to encourage court users to file pleas and pay forfeitures prior to initial appearances. The goal is to reduce the cost of postage and mailing supplies. The online payment method will change in 2026 so the court will wait to implement the change after the transition.**

Reallocations and Other Changes (if applicable)

Agencies are given flexibility to propose net neutral reallocations to their Cost to Continue budget. Reallocations can be proposed to align budget to actuals, reflect changes in activities, or test new approaches to service delivery. Agencies cannot propose changes to centrally calculated salary savings and interdepartmental billings & charges. Agencies cannot propose new revenues that result from charging other agencies. Changes of $10,000 or more at the Service or Major level must be explained in your Service-level proposal form.

- Provide a brief summary of your proposed reallocations or any other significant changes to your Services. Why are the changes needed in 2026? **The court proposes transferring $5,000 transfer from Purchased Services (Security) to Supplies to align budget to actuals and to provide for the anticipated costs of the initial printing of revised materials and potential rise in postage costs.**

- Do any of your reallocation requests or personnel requests advance citywide priorities, such as racial equity, social justice, and sustainability? If so, explain. **Revised materials will be designed to save paper and postage and make it easier for court users to conduct court business, especially for those with employment, childcare or transportation concerns.**

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	MUNICIPAL COURT
Enter your Service:	COURT SERVICES
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

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Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

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Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Click or tap here to enter text.

Building Inspection

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	4,948,032	5,630,509	5,575,283	5,896,003	5,945,166	5,945,166
Total	**$ 4,948,032**	**$ 5,630,509**	**$ 5,575,283**	**$ 5,896,003**	**$ 5,945,166**	**$ 5,945,166**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Building Permits & Inspections	*Service history not shown due to Results Madison service*			2,857,819	2,946,641	2,946,641
Home & Property	*restructure. Services listed here started January 1, 2025.*			1,758,576	1,718,164	1,718,164
Weights & Measures				298,199	300,363	300,363
Zoning And Signs				981,409	979,998	979,998
Total	$ 4,948,032	$ 5,630,509	$ 5,575,283	$ 5,896,003	$ 5,945,166	$ 5,945,166

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(60,766)	(46,000)	(37,940)	(46,000)	(46,000)	(46,000)
Licenses And Permits	(9,339)	(10,000)	(7,491)	(10,000)	(10,000)	(10,000)
Transfer In	-	(6,000)	-	(6,000)	(6,000)	(6,000)
Total	**$ (70,105)**	**$ (62,000)**	**$ (45,431)**	**$ (62,000)**	**$ (62,000)**	**$ (62,000)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,436,098	3,855,084	3,812,576	4,024,590	4,187,747	4,187,747
Benefits	1,112,683	1,249,578	1,241,886	1,336,292	1,355,019	1,355,019
Supplies	49,253	71,273	49,510	71,273	71,273	61,273
Purchased Services	213,394	203,385	210,800	203,385	203,385	213,385
Inter Depart Charges	206,708	313,190	311,941	322,463	189,742	189,742
Inter Depart Billing	-	-	(6,000)	-	-	-
Total	**$ 5,018,136**	**$ 5,692,509**	**$ 5,620,713**	**$ 5,958,003**	**$ 6,007,166**	**$ 6,007,166**

Department of Planning & Community & Economic Development

Building Inspection Division

Madison Municipal Building, Suite 017
215 Martin Luther King Jr. Blvd.
P.O. Box 2984
Madison, Wisconsin 53701-2984

Phone: (608) 266-4551
Fax (608) 266-6377
www.cityofmadison.com

TO: Mayor Rhodes-Conway
FROM: Matt Tucker, Building Inspection Division Director
DATE: July 18, 2025
SUBJECT: Building Inspection Division Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

GOALS OF BUILDING INSPECTION DIVISION'S OPERATING BUDGET

The 2026 operating budget request for the Building Inspection Division seeks to put forth a spending plan consistent with the Mayor's directive. In our proposal, we continue to sustain the level of community service, while also demonstrating the Division's ability to seek innovative solutions, with an eye on improving our performance and controlling costs.

Our Division budget consists of four services:

Building Permits & Inspections (601): This service ensures compliance with Madison's building and mechanical system ordinances by reviewing building plans prior to construction and the issuance of permits, inspecting construction projects, maintaining permit records, performing preoccupancy inspections, and inspecting underground utilities. The process ensures buildings are constructed according to all applicable codes (building, plumbing, heating, and electrical) and the building is safe to occupy when the project is completed.

Home & Property (602): This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings maintain compliance with the City's Minimum Housing Code. This service is also responsible for heating problems, water leakage corrections, infestation/eradication, repair of broken railings, windows, and doors, and dozens of other problems associated with keeping the City's housing stock habitable and in good condition. This service also addresses community standards in regard to property maintenance, to ensure a pleasant and safe setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspections for all buildings, including owner-occupied residential properties, rental residential properties, and commercial properties. The goal of this service is to preserve public health, safety, and general welfare of all residents, to help maintain property values by eliminating blighting influences and to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Zoning and Signs (603): This service reviews and regulates Madison's Zoning and Sign Control ordinances. The goal of the service is to provide timely resolution of land use issues for developers, property owners and the general public. This service provides approvals, inspections, investigation, and maintenance of records, zoning changes, and street sign ordinance administration. The service provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

Weights & Measures (604): 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.

Building Inspection revenues totaled nearly $7.05 million for 2024. Through June of 2025, revenues are down about 15% from the same time last year. This is not cause for immediate concern, as revenues tend to fluctuate thought the year. Permit requests and plan review numbers are generally consistent with last year.

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

99.25% BUDGET FOR GENERAL, LIBRARY, AND FLEET FUNDS

Through cautious spending and thoughtful use of resources, the Division has met its budget goals for many years. To meet the 99.25% cost-to-continue target for 2026, we look to continue to reduce spending for supplies and purchased services. We are a lead agency participating in the development review process being managed by the DPCED Director's office, and will be implementing recommendations from the study to further coordinate with reviewing agencies, expedite reviews and create long-term efficiencies. We continue to explore expanding on-line permitting and review, enhance our code enforcement utilizing field-deployed technology, find new avenues to educate about the availability of our services, and explore other efficiencies to take care of the people and property of the City that are touched by our services.   All this, to provide the highest quality service for the common good of our residents and visitors.

REALLOCATIONS AND OTHER CHANGES

We propose to move $14,973 (the 0.25% budget efficiency return) to cover overtime wages, to true-up the budget to historical actuals.

We propose to move $10,000 from Supplies to Legal Services, to cover costs associated with Rent Abatement Program. The number of cases is an increasing trend, and the costs for the Rent Abatement Hearing Examiner also increased.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	BUILDING INSPECTION
Enter your Service:	Building Permits & Inspections

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	BUILDING INSPECTION
Enter your Service:	Home & Property
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to description ☐ Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

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Fund	Major	$ Change	Description
1100 - GENERAL	53 - SUPPLIES	-10000	to cover costs associated with Rent Abatement Program.
1100 - GENERAL	54 - PURCHASED SERVICES	10000	to cover costs associated with Rent Abatement Program.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

We propose to move $10,000 from Supplies to Legal Services, to cover costs associated with Rent Abatement Program. The number of cases is an increasing trend, and the costs for the Rent Abatement Hearing Examiner also increased.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Rent Abatement program is a way for tenants to apply to reduce their rent after a housing provider fails to fix certain code violations. Tenants are eligible when a landlord does not fix issues by the due date listed on the Official Notice. There are specific code violations that are eligible for a rent reduction. This one program the City can provide under state law to assist tenants with their rights to code-compliant housing.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.

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Select your Agency:	BUILDING INSPECTION
Enter your Service:	Weights & Measures
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information

Select your Agency:	BUILDING INSPECTION
Enter your Service:	Zoning And Signs

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

CDA Housing Operations

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
CDA	35,533,940	33,688,445	33,136,894	32,726,352	33,495,722	41,563,976
Total	**$ 35,533,940**	**$ 33,688,445**	**$ 33,136,894**	**$ 32,726,352**	**$ 33,495,722**	**$ 41,563,976**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Housing Vouchers	19,473,319	21,735,602	23,318,005	20,292,947	20,404,005	28,510,492
Public Housing	16,060,620	11,952,842	9,818,889	12,433,405	13,091,717	13,053,484
Total	$ 35,533,940	$ 33,688,445	$ 33,136,894	$ 32,726,352	$ 33,495,722	$ 41,563,976

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(21,094,366)	(26,682,485)	(24,715,861)	(26,044,738)	(26,115,020)	(34,300,736)
Charges For Services	(3,832,353)	(4,023,371)	(4,193,452)	(4,059,334)	(4,059,334)	(4,112,881)
Invest Other Contrib	(287,053)	(58,317)	(1,105,526)	(141,279)	(141,279)	(147,183)
Misc Revenue	(368,996)	(60,529)	(203,668)	(102,751)	(56,391)	(301,728)
Other Finance Source	(8,058,460)	(2,161,305)	(2,188,572)	(1,181,069)	(1,926,517)	(1,632,207)
Transfer In	(1,892,712)	(702,438)	(729,814)	(1,197,181)	(1,197,181)	(1,069,241)
Total	**$ (35,533,940)**	**$ (33,688,445)**	**$ (33,136,894)**	**$ (32,726,352)**	**$ (33,495,722)**	**$ (41,563,976)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,478,525	4,217,458	3,792,293	4,284,352	4,524,702	4,591,078
Benefits	1,318,185	1,414,576	1,283,578	1,388,812	1,566,623	1,574,099
Supplies	549,057	710,426	577,695	804,866	987,398	750,255
Purchased Services	21,500,496	25,606,472	26,086,762	23,777,421	23,914,523	31,837,717
Debt Othr Financing	6,512,941	490,541	417,153	981,751	981,751	971,240
Inter Depart Charges	948,884	1,057,112	987,619	1,015,105	1,046,680	1,057,176
Inter Depart Billing	(666,860)	(774,312)	(738,019)	(722,968)	(722,968)	(723,092)
Transfer Out	1,892,712	966,172	729,814	1,197,013	1,197,013	1,505,504
Total	**$ 35,533,940**	**$ 33,688,445**	**$ 33,136,894**	**$ 32,726,352**	**$ 33,495,722**	**$ 41,563,976**

CommunityDevelopmentAuthority

TO: Mayor Rhodes-Conway

FROM: Matthew Wachter

DATE: July 18, 2025

SUBJECT: Community Development Authority, Housing Operations Division Operating Budget
                Transmittal Memo

CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The Community Development Authority (CDA) housing authority provides affordable housing options for low- and moderate-income residents of the City of Madison. The housing authority's work focuses on meeting the highest needs and aspirations of the people served through the administration of U.S. Department of Housing and Urban Development (HUD) contracts for Public Housing and Housing Choice Voucher assistance:

Public Housing – A form of subsidized housing owned and managed by the housing authority with oversight by HUD. The housing portfolio consists of 850 dwelling units and includes a variety of housing types (apartments, townhouses, and single-family homes). Low-income residents pay no more than 30% of their income towards rent. HUD provides funding to help cover operations and capital needs. The program serves as a platform for services that improve resident's lives.

Housing Choice Voucher – Provides rental assistance in the form of 2,700 vouchers that can be used with Madison private landlords. Participants pay no more than 30% of their income toward rent with the vouchers covering the remaining portion. The program enables low-income families to afford housing they might not otherwise be able to access, improving their overall living conditions and quality of life. Program funding allows for roughly 1,800 vouchers to be utilized.

The housing authority operating budget is the foundational tool that enables the CDA to carry out its core mission of providing safe, affordable, and decent housing to low-income individuals and families. Resources are allocated across various program areas and operational expenses, allowing the CDA to effectively manage its properties, serve its residents, and meet federal requirements. The budget allows for core activities to be completed and supports workplan goals and performance measures:

- Enables core activities related to operating and maintaining properties, supporting tenants, administration, and compliance

- Supports work plan activities related to maintenance and inventory management, improved program efficiency through software additions and cross-training, and homeownership efforts

- Aligns with Results Madison data indicators for Neighborhoods and Housing and supports strategies to strengthen voucher utilization, maintain high unit occupancy, and improve HUD assessment scores

Enterprise Agencies

The CDA housing authority's proposed balanced budget aligns with the City of Madison's housing and community development priorities and includes costs that are supported by agency revenues:

- The budget includes a slight decrease in the Housing Operating Subsidy and the Capital Fund Grant. Housing Choice Voucher funding is budgeted at the 2025 funding level. The proposed budget would not impact services and the CDA continues to strategically plan reserve usage in 2026 to support operations, capital improvements, and redevelopment activities.

- A key goal of the Public Housing and Housing Choice Voucher programs is to ensure that eligible participants pay no more than 30% of their income toward rent and utilities. If a participant's income is reduced, their rent will also decrease, insulating the participant from the continued pressure the CDA experiences from increased market costs for maintenance, supplies, utilities, and property taxes.

- There is potential for significant cuts and a restructuring of HUD-assisted housing programs with more responsibility shifting to the state and less oversight from the federal government. The CDA is carefully considering potential federal funding changes, monitoring proposed and enacted federal budgets for HUD programs, anticipating increased costs, and planning for efficient program management and necessary capital improvements to public housing units. This includes projecting renewal costs for existing vouchers, factoring in administrative fees and potentially adapting to new program structures if proposed federal budget cuts and shifts to state-administered block grants are enacted.

Reallocations and Other Changes

The CDA housing authority continues to remain net-neutral to the General Fund. Due to the nature of the funding received, as well as economic conditions and housing needs, the CDA will experience various changes in major line items as noted in the attached service proposal. Careful planning for the allocation of funds and continued monitoring will be necessary as the annual cycle of cost and funding changes for housing authorities is a dynamic interplay of market forces, policy decisions, and the evolving needs of the residents the CDA serves.

The CDA's Public Housing and Housing Choice Voucher services provide vital assistance to low-income individuals and families. This is especially important for vulnerable populations like seniors, people with disabilities, and families with children who may struggle to find suitable and affordable housing in the private market. The partnership between the CDA and the City of Madison is important for addressing the challenges of affordable housing, utilizing resources effectively, and implementing strategies to increase housing opportunities and improve communities, and the CDA looks forward to continued collaboration with the City of Madison on these complex challenges.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CDA HOUSING OPERATIONS
Enter your Service:	Housing Vouchers
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to description ☐ Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
5100 - CDA	42 - INTERGOV REVENUES	8,202,715	Federal funding of the Section 8 program as determined by Congress as part of the fiscal budget process.
5100 - CDA	48 - OTHER FINANCE SOURCE	-96,307	Decrease reserve usage based on updated federal funding estimates.
5100 - CDA	51 - SALARIES	64,944	Increase in salary costs reflects expected compensated absence, overtime and hourly wages
5100 - CDA	53 - SUPPLIES	-45,920	Decrease in supplies due to computer equipment updates completed in 2025. Decrease in number of vehicles to be replaced.
5100 - CDA	54 - PURCHASED SERVICES	8,085,363	Increase in program services including Housing Assistance Payments.
Select	Select	Enter $.	Click or tap here to enter text.
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

All changes reflect updated costs necessary to sustain ongoing operations and are essential to maintaining current levels of service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Section 8 voucher program exists to allow low-income households access to the neighborhood of their choosing without experiencing undue financial hardship creating equity through access to the greater community.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CDA HOUSING OPERATIONS
Enter your Service:	Public Housing
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	$ Change	Description
5100 - CDA	42 - INTERGOV REVENUES	-16,999	Federal Grant Awards including Operating Subsidy, MFSC Grant, and ROSS Grant – decrease due to decreases projected in the Operating Subsidy grant
5100 - CDA	43 - CHARGES FOR SERVICES	50,051	Increase in average charges collected. Variance is a 2% increase from Cost to Continue
5100 - CDA	47 - MISC REVENUE	245,337	Increase subsidy income at Truax Phase 1 and Phase 2 to actuals through Central Office funding and additional revenue from Porchlight building at Truax Phase 2
5100 - CDA	48 - OTHER FINANCE SOURCE	-193,981	Decrease reserve usage based on adjustments to various expenses and increases in other revenue sources
5100 - CDA	49 - TRANSFER IN	-127,940	Federal Grant Award decrease due to updated award of the Capital Grant Program Fund
5100 - CDA	53 - SUPPLIES	-191,222	Decrease in supply costs including work supplies, safety, landscaping, and equipment. Safety planning completed in 2025. Plans for less salt usage. No planned vehicle replacements in 2026.
5100 - CDA	54 - PURCHASED SERVICES	-162,169	Decrease in purchased service costs due to no anticipated special tax assessments.
5100 - CDA	56 – DEBT OTHER FINANCING	-10,511	Decrease transfer to reserves based on anticipated expenses and revenues
5100 - CDA	59 - TRANSFER OUT	308,491	Public Housing Central Operating Cost Center reserve support of the Public Housing properties – increase from cost to continue to support personnel & operational cost increases

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

All changes reflect updated costs necessary to sustain ongoing operations and are essential to maintaining current levels of service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Public Housing program exists to allow low-income households access to safe, decent, and affordable housing creating equity through access to housing stabilization.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Allocation Changes: Does your proposal change the position allocations of existing positions?
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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

CDA Redevelopment

Agency Budget by Fund

Fund		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
CDA		365,797		1,441,470		1,234,073		6,567,523		6,794,723		7,090,474
Total	$	**365,797**	$	**1,441,470**	$	**1,234,073**	$	**6,567,523**	$	**6,794,723**	$	**7,090,474**

Agency Budget by Service

Service		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Redevelopment		365,797		1,441,470		1,234,073		6,567,523		6,794,723		7,090,474
Total	$	**365,797**	$	**1,441,470**	$	**1,234,073**	$	**6,567,523**	$	**6,794,723**	$	**7,090,474**

Agency Budget by Major-Revenue

Major Revenue		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Charges For Services		(184,922)		(536,403)		(273,365)		(601,005)		(601,005)		(5,155,760)
Invest Other Contrib		(144,829)		(70,000)		(177,581)		(89,091)		(89,091)		(161,205)
Misc Revenue		(21,000)		(59,236)		(124,852)		(2,368,331)		(2,368,331)		(202,506)
Other Finance Source		(15,045)		(775,831)		(658,275)		(3,509,096)		(3,736,296)		(1,571,003)
Total	$	**(365,797)**	$	**(1,441,470)**	$	**(1,234,073)**	$	**(6,567,523)**	$	**(6,794,723)**	$	**(7,090,474)**

Agency Budget by Major-Expense

Major Expense		2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Salaries		203,007		387,813		237,617		485,873		499,537		523,032
Benefits		49,772		97,903		52,751		138,021		143,056		143,056
Supplies		-		1,500		2,338		-		-		1,900
Purchased Services		25,779		109,115		170,962		1,624,494		1,832,994		131,253
Debt Othr Financing		87,239		645,139		770,405		4,319,136		4,319,136		6,268,751
Transfer Out		-		200,000		-		-		-		22,482
Total	$	**365,797**	$	**1,441,470**	$	**1,234,073**	$	**6,567,523**	$	**6,794,723**	$	**7,090,474**

CommunityDevelopmentAuthority

TO: Mayor Rhodes-Conway

FROM: Matthew Wachter

DATE: July 18, 2025

SUBJECT: Community Development Authority, Redevelopment Authority Operating Budget
                Transmittal Memo

CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The Community Development Authority (CDA) Redevelopment Authority provides economic and redevelopment services in the City of Madison. Redevelopment activities focus on strengthening neighborhoods and the construction of high-quality affordable housing. The CDA's mission is to develop and provide inclusive and safe places through quality affordable housing, services, and community resources in the City of Madison.

The CDA works with many stakeholders, including City agencies, existing residents, neighbors, and the development community, to strategically redevelop properties that will better serve community needs. Projects are prioritized to deliver public benefit such as affordable housing, commercial vitality, community-serving nonprofits, public spaces, and environmental sustainability, and where the CDA has the capacity to deliver in a reasonable timeframe. Activities include the development and redevelopment of CDA property undergoing disposition from the Public Housing program and with a goal to increase the number of affordable units. Projects are consistent with guiding principles of City neighborhood plans and are not reflected in the CDA's proposed budget. Current redevelopment activities include Theresa Terrace, Reservoir, Triangle, Park Badger, Village on Park, and MRCDC scattered site housing.

The CDA Redevelopment Authority also owns and operates 242 affordable apartments with long-term rent restrictions at Burr Oaks Senior Housing, Monona Shores Apartments, Reservoir Apartments, and Revival Ridge Apartments, as well as mixed-use commercial space at the Village on Park.

The operating budget supports CDA Redevelopment Authority workplan goals and priorities, aligns with Results Madison data indicators, Neighborhoods and Housing and Economy and Opportunity, and allows the CDA to secure and manage funding from various sources and allocate resources effectively.

Enterprise Agencies

The CDA Redevelopment Authority's proposed balanced budget aligns with the City of Madison's housing and community development priorities and includes costs that are supported by agency revenues. Redevelopment efforts are funded by redevelopment activities, which are regulated by WHEDA, HUD, and the City of Madison and any rate increase follows Federal, State, and Locally agreed upon affordable limits.

As the CDA looks to reposition, redevelop, and grow its portfolio of housing, the CDA will continue to expand its partnership with the City of Madison to leverage Land Banking, Affordable Housing Funds, and Tax Incremental Financing. The CDA will create external partnerships with experienced affordable housing developers to leverage their knowledge and talents. As the developer and long-term owner, the CDA will ensure that projects achieve our Livability Goals.

Reallocations and Other Changes

The CDA Redevelopment Authority continues to remain net-neutral to the General Fund. Due to the nature of the funding received, as well as economic conditions, the CDA will experience various changes in some major line items as described in the attached service proposal.

The CDA plays a significant role in creating safe, affordable, and decent housing in the City of Madison. The lack of affordable housing is a crucial citywide issue in Madsion and the CDA is committed to working with the City of Madison on the development and preservation of affordable housing.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CDA REDEVELOPMENT
Enter your Service:	Redevelopment
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
5100 - CDA	43 - CHARGES FOR SERVICES	4,554,755	Asset Management Fees from multiple properties, Burr Oaks and Park Badger Development Fees.
5100 - CDA	46 - INVEST OTHER CONTRIB	72,114	Interest Earned – based on 3-year historical average.
5100 - CDA	47 - MISC REVENUE	-2,165,825	Decrease due to Allied Drive LLC and Truax Phase 1 dissolution in 2025.
5100 - CDA	48 - OTHER FINANCE SOURCE	-2,165,293	Decrease reserve usage for predevelopment costs of Triangle B1, B2, & B3. Decrease due to Allied Drive LLC dissolution in 2025.
5100 - CDA	51 - SALARIES	23,496	Increase due to compensated absence based on historical actuals.
5100 - CDA	54 - PURCHASED SERVICES	-1,701,741	Decrease due to expected reduction in consulting services and no new grant funding.
5100 - CDA	56 - DEBT OTHR FINANCING	1,949,615	Increase due to funding received for Park Badger project.
5100 - CDA	59 - TRANSFER OUT	22,482	Increase in transfer out to CDA due to Allied Drive LLC dissolution in 2025.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Redevelopment activities increase in 2026 as Triangle B1 will continue construction. Triangle B2 & B3 will begin pre-development as well as South Madison. The Allied Drive LLC and Truax Park Redevelopment Phase 1 LLC will be dissolved in 2025 in compliance with Tax Credit procedures.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Redevelopment activities will directly increase the amount of affordable housing available in Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Community Development

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
*Community Development Grants	10,755,238	13,643,608	7,684,460	16,365,573	1,151,120	9,854,537
General	14,363,313	15,594,407	14,663,238	17,980,040	16,247,077	16,247,077
Other Grants	4,520,839	183,008	18,108,023	75,031	215,905	469,905
Total	**$ 29,639,390**	**$ 29,421,023**	**$ 40,455,721**	**$ 34,420,644**	**$ 17,614,102**	**$ 26,571,519**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
CD Division Administration				1,592,298	1,697,169	1,601,141
Child & Youth Services				4,495,437	4,560,463	4,579,463
Crisis Intervention & Prevention	*Service history not shown due to Results Madison*			2,405,895	2,302,036	2,302,036
Employment & Career Development	*service restructure. Services listed here started*			2,343,447	2,361,786	2,675,504
Homeless Svcs & Housing Stability	*January 1, 2025.*			11,120,502	2,982,035	6,361,817
Housing Development & Financing				7,826,254	735,894	3,994,239
Neighborhood Support				2,168,829	1,355,449	2,187,949
Older Adult Services				1,674,643	1,595,064	1,595,164
Small Business Assistance				793,339	24,206	1,274,206
Total	$ 29,639,390	$ 29,421,023	$ 40,455,721	$ 34,420,644	$ 17,614,102	$ 26,571,519

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(84,643)	(84,643)	(259,143)	(259,143)	(84,643)	(84,643)
Charges For Services	(6,540)	(21,000)	(12,068)	(21,000)	(21,000)	(21,100)
Invest Other Contrib	(144,141)	(98,480)	(42,979)	(210,480)	(60,480)	(69,400)
Misc Revenue	(97,057)	(73,000)	(65,021)	(73,000)	(73,000)	(73,000)
Transfer In	(54,675)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total	**$ (387,057)**	**$ (377,123)**	**$ (429,212)**	**$ (613,623)**	**$ (289,123)**	**$ (298,143)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,247,450	3,651,255	3,352,257	3,780,754	3,925,022	3,925,022
Benefits	970,597	1,118,989	981,985	1,118,457	1,192,121	1,192,121
Supplies	178,954	55,950	40,830	2,059,950	52,650	55,500
Purchased Services	23,690,515	24,878,847	27,559,402	27,957,882	12,679,854	21,764,019
Debt Othr Financing	1,836,004	48,959	1,452,008	40,248	40,248	40,248
Inter Depart Charges	328,692	441,384	468,236	1,068,306	171,040	1,604,357
Inter Depart Billing	(294,879)	(415,644)	(431,496)	(1,003,737)	(163,710)	(1,711,605)
Transfer Out	69,113	18,406	7,461,711	12,406	6,000	-
Total	**$ 30,026,447**	**$ 29,798,146**	**$ 40,884,933**	**$ 35,034,267**	**$ 17,903,225**	**$ 26,869,662**

*The Community Development Grants fund Cost to Continue expenses only included salary and benefits amounts within the fund. The $8.7 million increase in expenses in the fund reflects non-personnel expenses added during request. Services that utilize the Community Development Grants fund include CD Division Administration, Employment & Career Development, Homeless Svcs & Housing Stability, Housing Development & Financing, Neighborhood Support, and Small Business Assistance. All expenses within the Community Development Grants fund are supported by federal revenue, state revenue, or program income received from the repayment of past loans financed by the fund. The net increase has no impact on the General Fund.

Community Development Division

215 Martin Luther King Jr Blvd, Ste. 300
Mailing Address:
P.O. Box 2627
Madison, Wisconsin 53701-2627
Phone: (608) 266-6520
Fax: (608) 261-9626
www.cityofmadison.com

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

MEMO

TO:	Mayor Satya Rhodes-Conway
FROM:	Jim O'Keefe, Community Development Division Director
DATE:	July 18, 2026
SUBJECT:	CDD 2026 Operating Budget Transmittal Memo

Goals of CDD's Operating Budget

The Community Development Division's 2026 Operating Budget includes nine services, created during last year's budget process. These services most closely align with the City's *Imagine Madison* framework and priorities laid out within two of its *Elements of a Great City — Neighborhoods and Housing*, and *Economy & Opportunity*. The budget supports the following service structure and goals in CDD's work plan:

- "Housing Development and Financing" — Will continue efforts to help preserve, improve, and expand housing choices affordable to renters and homeowners in Madison, while supporting neighborhood health and vitality.

- "Homeless Services and Housing Stability" — Will continue to support the network of service agencies that work with renter households and people experiencing homelessness to ensure that all Madison residents are able to secure and maintain stable housing.

- "Crisis Intervention and Prevention" — Will continue support to community partners who respond to the needs of vulnerable populations in Madison whose lives are disrupted by gender-based violence, social or cultural isolation, and other circumstances that can destabilize households. The goals are both to address household needs in the immediate aftermath of crisis events and reduce the likelihood that they will recur.

- "Child and Youth Services" —Will continue support for activities that provide Madison families access to affordable, high-quality programs for children from birth to school-age, as well as for school-aged youth.

- "Older Adult Services" — Will continue support to older adults through activities and programming offered through and at the Madison Senior Center, as well as through a network of community partners that provide case management, senior activities and education services with City financial assistance.

- "Employment and Career Development" — Will continue support for a network of local service providers that offer job readiness, employment training and career exploration and development services for youth and adults in our city, particularly those who face barriers to stable employment.

- "Small Business Assistance" — Will continue efforts to support small businesses and entrepreneurs through the provision of technical and financial assistance. (These efforts rely mostly on Federal Community Development Block Grant funds administered by CDD; however, staff in the City's Economic Development Division manage contracts with local agencies to whom funds are awarded.)

- "Neighborhood Support" — Will continue support that helps sustain the network of Madison's neighborhood centers and other community facilities. In partnership with City Planning staff, we also continue to promote and support the preparation and implementation of resident-driven neighborhood revitalization plans.

- "Division Administration" — Will provide general staffing, budgeting, and operational support across the Division.

The vast majority of CDD's operating budget goes to support Purchase of Service (POS) contracts with local non-profit partners that serve Madison residents. CDD allocates funds within specific program areas described above through a series of competitive requests for proposals (RFP) processes. The RFP process articulates the City's goals and objectives and sets forth program and agency performance expectations. Those expectations, reflected in CDD's Results Madison data collection, are codified in purchase of service contracts. CDD strives to ensure positive outcomes from the use of City dollars by promoting, adopting and supporting recognized best practices and evidence-based program models.

99.25% Budget for General Fund

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

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

Optional Supplemental Request

The most impactful decision affecting CDD's 2026 Operating Budget is the City's level of commitment to support operations of the new emergency shelter for men experiencing homelessness. My recommendation is to set that commitment at $1.7 million – of which $1.5 million will go to Porchlight Inc., the current and presumptive operator selected through a previous application process, and the balance for building maintenance at this City-owned facility. CDD's base budget contains $700,000 that is available for this use, thus, **the additional needed funding is $1 million.**

The issue of how to fund shelter operations is a difficult one. Around the country, faith-based groups and non-profit organizations have typically taken on this responsibility and, like those that operate large facilities in the Twin Cities, rely on private donations for as much as 90% of their operating budgets.

Historically, private giving has also played an important role in supporting shelter in our community. For over 35 years, Porchlight ran the only men's shelter in Dane County out of donated church space. The agency raised $200,000 each year from private donors, 35% of its nearly $600,000 annual operating budget, and relied on community groups to supply meals. Public support came from Dane County, which funded about 40% of Porchlight's budget ($233,000) and a State grant ($125,000) that contributed another 20%. The City did not fund shelter services.

That all changed with COVID. The ensuing public health emergency disrupted the homeless services system, demanding a swift, coordinated and sustained local response. The City played a critical role in that response, spending millions to create safe, temporary shelter spaces and devoting substantial portions of its emergency federal aid to help meet the rapidly rising costs to operate them.

City and County leaders also revived a stalled, and long overdue, effort to develop plans for a facility to serve the community longer term. The effort tapped advocates and service providers from within the homeless services system, people with lived experience and shelter operators in communities across the country. And it was grounded in the belief that a successful outcome would require strong public-private collaboration.

The effort yielded plans for a shelter with capacity to serve up to 250 people. It incorporates trauma-informed principles, and features recommended through community engagement. Perhaps the most impactful feature is

designed space available to be used for services to support guests. It has the potential to transform this facility from merely an overnight shelter to one focused on helping guests return to housing. The challenge lies in assembling the resources needed to maximize this potential.

My recommendation to commit $1.7 million of City funding to this effort considers the following:

- Housing instability and homelessness is a serious and growing problem in Madison and Dane County. There is strong consensus among City policy makers that addressing it is a very high priority.

- Our community is on the verge of achieving a long-sought goal of developing a purpose-built shelter to serve men experiencing homelessness. Its long-term success hinges on restoring the strong public-private collaboration that was in evidence prior to the pandemic. Simply, providing financial support for ongoing shelter operations is an essential component of that collaboration and the City of Madison must contribute to it.

- The money to design and build the new shelter came exclusively from public sources - $13.5 million from City government, $10.5 million from County government and $2.5 million from the Federal government. Having made this investment, City and County policy makers must now do everything possible to see it fully utilized.

- The City will own this building but it will serve all of Dane County. City ownership brings added responsibility, and cost, to ensure the property is properly maintained.

- The shelter is scheduled to come online next spring just as the federal funding, upon which shelter services have relied since 2020, expires. It is important to emphasize that the looming funding challenge exists not because a new shelter was built, the funding need would be comparable if operations remained right where they are today, but as the consequence of the loss of these federal funds.

- A full-time shelter would be a new venture here. That introduces some uncertainty in projecting budgets. Current estimates developed by Porchlight put the annual cost at about $3.2 million, to function as an overnight shelter – nearly as much as the agency will spend in 2025 at its temporary location – and about $4.2 million if it operates round the clock. Projections include costs associated with case management but no other support services. Those are expected to draw, in large part, on resources already in the community.

- Extending operating hours at the shelter creates an alternative to the Beacon, for those seeking daytime services. Currently, many shelter patrons visit the Beacon. If daytime services are available at the new shelter, it is reasonable to expect utilization and overcrowding at the Beacon will ease.

- We should not expect increased funding from State government. The State Shelter Subsidy Grant Program received no additional funding in the recently adopted biennial budget.

- There is much uncertainty around the level of funding to be provided by Dane County which, as previously noted, once accounted for 40% of shelter costs.

- We should not expect increased private sector contributions from Porchlight's fundraising efforts. The agency has signaled it will not increase those efforts beyond historic levels.

- A higher level of financial support is critical to sustain shelter operations, however, independent efforts to organize private fundraising remain yet undeveloped.

I close by acknowledging that several questions remain as the shelter moves toward a spring 2026 opening – about the facility's capacity, the range of services to be offered, and the prospects for raising sufficient funds to operate it. But there is no question that we are on the verge of realizing what was, once, just a dream – the ability to offer safe and humane space, "purpose-built" to support some of our community's most vulnerable residents. They have waited long enough.

I do not take lightly a request for $1 million in additional funding. But I believe a City commitment to contribute $1.5 million sends a strong message about our commitment to see this effort through to a successful conclusion. I hope it will move our partners in County government and in the private sector to follow suit. Because failure to secure needed funds will have severe repercussions, reducing not just the facility's capacity to offer a full-time venue but to offer even basic services to the number of people it is meant to support.

No one should think this facility will end homelessness in Madison and Dane County. In the end, housing, not an emergency shelter, even one that operates all day, is the only solution to homelessness. But a high-functioning shelter can do much to provide short-term relief to people without housing and help shorten the duration of homelessness.

cc: Deputy Mayors
         David Schmiedicke, Finance Director
         Christine Koh, Budget Manager

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	CD Division Administration (679)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Child & Youth Services (677)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

Fund	Major	$ Change	Description
1220 - OTHER GRANTS	47 - MISC REVENUE	14,000	Increase to reflect the Madison-area Out of School Time (MOST) Brittingham Fund contribution with a multi-year performance period.
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	14,000	Increase to reflect the Madison-area Out of School Time (MOST) Brittingham Fund contribution with a multi-year performance period.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This contribution was added to the Other Grants fund (a multi-year fund) to better manage the multi-year performance period dictated by the funding source. It will allow staff to better manage the funds across 2 or more years.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The shift reflects a technical change to help staff manage the performance period of the funding organization.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes

☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Crisis Intervention & Prevention (676)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: • Crisis Intervention Support Services: Provide support to community partners that offer 24-hour emergency response and short-term shelter services for persons experiencing gender-based violence, or youth without safe housing. • Prevention Services and Activities: Provide support to community partners that provide upstream solutions that enhance community connectedness, promote long-term well-being, and reduce risk factors for crisis.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.
Reclassifications: Does your proposal reclassify existing positions? ☒No – No reclassifications ☐Yes – Includes proposed reclassifications *If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.* Click or tap here to enter text.
# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs. Does your proposal change the total number of FTE positions for an existing classification? ☒No – No change to # of FTEs ☐Yes – Includes proposed change to # of FTEs *Provide the position classification and briefly describe the change:* Click or tap here to enter text.
Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? Click or tap here to enter text.
Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Employment & Career Development (675)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1220 - OTHER GRANTS	46 - INVEST OTHER CONTRIB	240,000	Increase to reflect the grants awarded by the Cities for Financial Empowerment (CFE) and National League of Cities (NLC) that have multi-year performance periods. The increase reflects the amounts that are anticipated to be available within 2026 from previous awards and a potential new award within 2026.
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	240,000	Increase to reflect the grants awarded by the Cities for Financial Empowerment (CFE) and National League of Cities (NLC) that have multi-year performance periods. The increase reflects the amounts that are anticipated to be available within 2026 from previous awards and a potential new award within 2026.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This contribution was removed from the General Fund during Cost to Continue and added to the Other Grants fund (a multi-year fund) during the request period to better manage the multi-year performance period dictated by the funding sources. It will allow staff to better manage the funds across 2 or more years.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The shift reflects a technical change to help staff manage the performance period of the funding organizations.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Homeless Services & Housing Stability (672)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	-366,000	Funds moved to Neighborhood Support purchased services to support community agency contracts. The amount in this service will now be supported by CDBG funds in alignment with CDD's 2025-2029 Consolidated Plan authorized via legislative file 87293.
1205 - COMMUNITY DEVELOPMENT GRANTS	54 - PURCHASED SERVICES	366,000	Community agency contracts within this service will now be supported with CDBG funds (Fund 1205) to align with CDD's 2025-2029 Consolidated Plan authorized via legislative file 87293.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The change in funding sources reflects the Division's 2025-2029 Consolidated Plan submitted to the U.S. Department of Housing and Urban Development (HUD). The plan was approved in March 2025 via legislative file 87293. It will not affect overall funding levels or individual agency contracts.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This is a technical change to align funding sources with the 2025 – 2029 Consolidated Plan submitted to HUD. It will not impact the level or nature of service delivery to residents.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The change will not have any impact on equity or quality of life for residents being served.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Housing Development & Financing (671)

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Neighborhood Support (673)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	366,000	366,000 was moved from Homeless Services & Housing Stability purchased services to support community agency contracts. The amount in this service was previously supported by CDBG funds but was changed to align with CDD's 2025-2029 Consolidated Plan authorized via legislative file 87293.
1205 - COMMUNITY DEVELOPMENT GRANTS	54 - PURCHASED SERVICES	-366,000	Community agency contracts in the Neighborhood Support service that were previously supported by CDBG funds (Fund 1205) are now supported by the General Fund.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The change in funding sources reflects the Division's 2025-2029 Consolidated Plan submitted to the U.S. Department of Housing and Urban Development (HUD). The plan was approved in March 2025 via legislative file 87293. It will not affect overall funding levels or individual agency contracts.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This is a technical change to align funding sources with the 2025 – 2029 Consolidated Plan submitted to HUD. It will not impact the level or nature of service delivery to residents.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Older Adult Services (678)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	13,720	Increased Senior Center Foundation contributions by 8,920 and increased Purchased Services by the same amount. Moved an additional 4,700 from Supplies to Purchased Services to support enhanced transportation services for program participants.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The changes reflect the MSC Foundation board's intent to increase fundraising efforts in 2026, and to correspondingly beef up the budget authority for the grants and transportation expenditure lines.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Programming at the Madison Senior Center extends beyond the physical building and will continue to do so. As we are committed to being inclusive of *all* participants, regardless of location, transportation assistance was increased to (1) support new participants who may face barriers accessing the MSC, and (2) continue supporting transportation needs for MSC programming that takes place across various communities, including senior living apartment complexes and other community-based sites. Support for transportation was cited as a high priority in recent community engagement efforts conducted around older adult services.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Small Business Assistance (674)
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
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Provide the position classification and briefly describe the change:

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Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Homeless Services and Housing Stability

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☒ Funding operating expenses for a new City facility that is not included in the base budget ☒ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? This supplemental proposal seeks funding to put toward operating costs associated with the new men's homeless shelter, scheduled to open next spring. The facility is being constructed with financing primarily from City and County sources, but will be City-owned. The need for funding is driven, in large part, by the expiration of one-time federal (ARPA) funding that has supported shelter operations the past several years. The proposed commitment of City funds for shelter-related activities totals $1.7 million – of which $1.5 million will be made available to the shelter operator (Porchlight) and $200,000 reserved for facility maintenance. (It is not yet clear whether this smaller sum will live in CDD's or Engineering's budget.) The proposed support for shelter activities draws on $700,000 of City levy funding already contained in CDD's base budget. Thus, the need for supplemental funds is $1 million.
Performance Metrics: If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

The City will be one of several funders for this shelter. The initial goal is to secure sufficient funding to open and operate the facility at capacity. As the shelter will be an element of the homeless services system, its operator will be tracking utilization and outcome measures including, for example, daily census numbers, average length of homelessness, destinations upon exit from shelter, return to homelessness post housing placement, etc. Some of these are measures that, historically, have been difficult to track under the "drop-in" shelter model but the intent is to better monitor who uses the facility and what happens to guests when they leave.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The availability of safe shelter for people who find themselves without housing is fundamentally a quality of life issue. Data generated through annual point in time surveys and otherwise entered into HMIS (the Homeless Management Information System database) indicates a disproportionate number of men who access our shelter system are people of color, especially Black men. The goal of the new shelter is to improve the quality of the space and the services available to guests at a time of extreme vulnerability.

Part 3. Budget Estimate		

Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.

	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$Click or tap here to enter text.	$Click or tap here to enter text.
# of FTEs	Click or tap here to enter text.	Click or tap here to enter text.
Supplies:	$Click or tap here to enter text.	$Click or tap here to enter text.
Purchased Services:	$1,000,000	$1,700,000
Total	$1,000,000	$1,700,000

Explain the assumptions you used to estimate costs:

The total annual level of funding proposed to support the operations of the new men's shelter is $1.7 million. CDD's base budget includes $700,000 that can be put toward that cost, leaving a need for $1 million in supplmental funding. Up to $1.5 million is proposed to go to Porchlight, the shelter operator, to operate the facility. In response to a recently issued RFP for homeless services, Porchlight has requested $1,511,000 from the City to support a projected $4.2 million operating budget. That request is currently under review. In the past several years, the City has contributed a slightly higher level of support drawing on federal ARPA funds. Porchlight has also responded to an RFP issued by

Dane County. It is too early to know what level of support the County may offer. The $200,000 estimate for building maintenance was derived in consultation with City Engineering staff, who have been largely responsible for addressing maintenance issues at temporary shelter settings since 2020.

Economic Development

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	2,058,220	2,500,710	2,160,017	2,614,358	2,676,213	2,676,213
Other Grants	1,506,829	-	390,432	-	-	-
Total	**$ 3,565,049**	**$ 2,500,710**	**$ 2,550,449**	**$ 2,614,358**	**$ 2,676,213**	**$ 2,676,213**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Administration				191,326	177,936	174,966
Bus & Real Estate Dev Finance	*Service history not shown due to Results Madison*			460,841	463,947	473,047
Business Resources & Outreach	*service restructure. Services listed here started*			445,326	454,355	445,230
Policy, Planning & Project Mgmt	*January 1, 2025.*			207,430	211,450	211,000
Real Estate Assets & Infrastructure				1,053,187	1,093,875	1,097,150
Street Vending & Sidewalk Cafes				256,247	274,651	274,821
Total	$ 3,565,049	$ 2,500,710	$ 2,550,449	$ 2,614,358	$ 2,676,213	$ 2,676,213

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,266,787	1,643,503	1,382,857	1,726,381	1,782,016	1,775,275
Benefits	364,598	464,195	380,112	486,536	494,069	494,069
Supplies	11,516	14,100	10,731	14,100	14,100	9,600
Purchased Services	1,860,931	312,250	607,412	312,250	312,250	323,491
Debt Othr Financing	-	-	80,242	-	-	-
Inter Depart Charges	61,216	66,662	66,662	75,091	73,779	73,779
Transfer Out	-	-	22,432	-	-	-
Total	**$ 3,565,049**	**$ 2,500,710**	**$ 2,550,449**	**$ 2,614,358**	**$ 2,676,213**	**$ 2,676,213**

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

Business Resources
Real Estate Development
Real Estate Services

TO:	Mayor Satya Rhodes-Conway
CC:	Deputy Mayors, David Schmiedicke, Maggie McClain
FROM:	Matthew Mikolajewski, Economic Development Director
DATE:	July 18, 2025
SUBJECT:	2026 Economic Development Division Operating Budget Transmittal Memo

Goals of Agency's Operating Budget

EDD's Work Plan and Operating Budget are spread across five functional services. A sixth, Division Administration, covers basic administrative work such as the preparation of this Operating Budget request. Our first service is "*Business Resources and Outreach*." The goal of this service is to help new and existing businesses open or expand within the City of Madison.   Our budget request supports our work plan for this service by maintaining staffing necessary to respond to business inquiries. Our budget request also continues, although reduced, financial support of the Madison Region Economic Partnership (MadREP), a key economic development partner. Through Results Madison, we are tracking the number of businesses served through this service.

Our second service is "*Real Estate Assets and Infrastructure.*" The goals of this service are to assist other City agencies with their real estate needs, to help facilitate private development by completing related City real estate work, and to manage City real estate assets. Our budget request supports our work plan for this service by maintaining the staffing necessary to complete this work, and by allocating funding to software needed by real estate staff for this service. Through Results Madison, we are tracking the number of projects completed through this service and the revenue that this service generates for the City.

Our third service is "*Business and Real Estate Development Financial Support*." The goal of this service is to build on the work of the first two services by making financial investments in business and real estate development projects that increase employment, provide housing, or increase the City's tax base. In recent years, particular focus has been placed on small business development through programs such as the Building Improvement Grant Program, Small Cap TIF Program, and Commercial Ownership Assistance Program. Our budget request supports our work plan for this service by maintaining staffing necessary to complete this work, by allocating new funding for new software to help track City financial investments, and by maintaining funding for the City's food assistance programs. Through Results Madison, we track the number of businesses and developers receiving a financial investment from the City, the amount invested, the amount of private funding leveraged, and the number of people served by the City's food assistance programs.

Our fourth service is *"Policy, Planning and Project Management*." This work includes preparing the Economic Development Plan, assisting with the preparation of area plans, applying for external funding, and hosting events such as the annual ACRE tour. Our budget request supports this section of our work plan by maintaining adequate staffing to complete this work and by allocating funding for "business walks" and other economic development outreach activities. Through Results Madison, we track the amount of external funding received by the City through this service.

Our fifth service is "*Street Vending and Sidewalk Café's*." The goal of this service is to support entrepreneurship and quality of place by managing all aspects of the City's Street Vending and Sidewalk Café Programs. Our budget request supports this service by maintaining adequate staffing to complete this work. Through Results Madison, we track the number of licenses and permits issued, as well as the revenue generated for the City by this service.

99.25% Budget for General, Library, and Fleet Funds

The majority of the EDD Operating Budget is used for staff salaries and benefits. We aren't anticipating any staffing changes in 2026 that would afford an opportunity for salary savings. The second largest expenses for EDD are contracts with external organizations for economic development and food security work. We will need to ensure that we don't exceed the amount budgeted for these contracts. The balance is for items such as office supplies and training. We will need to continue to scrutinize spending in these areas to ensure that we remain within budget.

As most of the EDD Operating Budget is for staff salaries and benefits, the most effective strategy for slowing down the growth of costs is to look for priorities and efficiencies in the work completed by each member of the team. Looking ahead to 2026, an example of this includes the merger of the Economic Development Committee and Vending Oversight Committee. A second example is the allocation of funding in our 2026 budget request for software to assist with the tracking of businesses receiving financial support through our small business programs. A more effective management system should reduce the time needed to process applications and monitor compliance once awarded funds.

Reallocations and Other Changes

There are four notable changes to our 2026 Operating Budget request when compared with the adopted 2025 Operating Budget, as follows:

1. We have increased our "System and Software Maintenance" budget (54335) by $13,700 to satisfy two needs. First, our real estate colleagues depend on a software system called Laredo to interface with the Dane County Register of Deeds. Laredo has been a free service to City staff; however, starting next year, there will be a required subscription with a fee. Second, as the City has significantly expanded the number of small businesses receiving financial support in recent years, the current Excel-based tracking system is proving to be less than ideal. We are in conversations with City IT about either utilizing another existing, perhaps modified, City platform or securing a subscription for a new software package. Funding is earmarked, if needed, to assist with this new system.

2. We had $12,000 allocated in previous years for Business Walks and other business development outreach (Other Services and Expenses – 54810). We have increased this to $22,000 to better reflect the cost of completing this work.

3. We are proposing to reduce the City's contribution to the Madison Region Economic Partnership (MadREP) (Memberships – 54535) from $20,000 in 2025 to $15,000 in 2026.

4. We are proposing to reduce the City's contribution to the Madison Downtown Business Improvement District (BID) (Other Services and Expenses – 54810) from $62,225 in 2025 to $50,000 in 2026.

Supplemental Request

The City of Madison contracts with the Wisconsin Women's Business Initiative Corporation (WWBIC) for the management of the Kiva Program within the community. Kiva is a crowdsourcing platform that allows Madison residents to loan money to area small businesses for typically equipment purchases. The annual City contract with WWBIC is for $50,000. In recent years, this was funded with Federal stimulus dollars included in the SBER line item of the EDD Capital Budget. As this is an administrative expense and as stimulus dollars have been exhausted, funding will need to be enumerated in the EDD Operating Budget to continue the City's sponsorship of the program. While EDD staff supports continuing the Kiva program, there is not a clear path to incorporate an additional $50,000 into the EDD Operating Budget without eliminating or significantly reducing another external organization contract recommended by staff. As a result, this Supplemental Request is being submitted for consideration during the budget preparation and deliberation process.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

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Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Business & Real Estate Development Finance
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Business Resources & Outreach
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Policy Planning & Project Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: The following line can be deleted, as we will not be working on this item in 2026: Study Management: South Madison Reinvestment Strategy for Equity (RiSE) Study.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

Summary Table of *Service and/or Major* Changes of $10,000 or More			
Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**			
Fund	**Major**	**$ Change**	**Description**
Select	Select	Enter $.	Click or tap here to enter text.
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
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If you are not submitting personnel changes, skip this section.

Allocation Changes: Does your proposal change the position allocations of existing positions?
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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Real Estate Assets & Infrastructure
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Provide the position classification and briefly describe the change:

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Street Vending & Sidewalk Cafes
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Fund	Major	$ Change	Description
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
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Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Business & Real Estate Development Finance

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☐ Funding operating expenses for a new City facility that is not included in the base budget ☒ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? This is a $50,000 request to continue funding a contract with the Wisconsin Women's Business Initiative Corporation (WWBIC) to administer the Kiva Madison program. In recent years, this annual $50,000 expense has been funded via Federal Stimulus dollars through the SBER program in the EDD Capital Budget. The availability of stimulus funds has concluded, requiring City funding to continue the program, which is recommended by EDD staff. As this contract funds program administration, it is more appropriate to include within the EDD Operating Budget, rather than Capital Budget. The EDD Operating Budget does not have capacity for an additional $50,000 without a significant comparable cut in one or more of the other EDD staff recommended external organization service contracts.
Performance Metrics: If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals? A $50,000 contract with WWBIC contributes to the administration of the Kiva Madison Program. Through Kiva, businesses are able to secure crowd-funded 0% interest loans of up to $15,000. Two important Performance Metrics are the number of businesses receiving funding and the amount of

private support leveraged for the City's $50,000 investment. In 2024, 19 businesses received loans totaling $157,000.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The underwriting criteria (such as credit score) for securing a Kiva loan is less than a traditional financial institution or even some of our local non-profit business lenders. As a result, the program makes funding available to entrepreneurs who may not otherwise be able to securing financing through other means. Kiva loans are available to everyone and a significant number of borrowers are people of color or other historically disadvantaged entrepreneurs. Further, in 2024, Kiva borrowers were located in half of the City's Aldermanic Districts, suggesting the program benefits a significant portion of the City. Many Kiva borrowers own restaurants or other businesses that enhance quality of life in neighborhoods where they are located.

Part 3. Budget Estimate		
Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.		
	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$Click or tap here to enter text.	$Click or tap here to enter text.
# of FTEs	Click or tap here to enter text.	Click or tap here to enter text.
Supplies:	$Click or tap here to enter text.	$Click or tap here to enter text.
Purchased Services:	$50000	$50000
Total	$50000	$50000
Explain the assumptions you used to estimate costs: The City's annual contract with WWBIC for Kiva Madison administration has been and is projected to continue to be $50,000 per year.		

PCED Office Of Director

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	486,914	703,296	534,622	720,448	735,593	735,593
Total	**$ 486,914**	**$ 703,296**	**$ 534,622**	**$ 720,448**	**$ 735,593**	**$ 735,593**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
PL CDD EDD Admin & Support	486,914	703,296	534,622	720,448	735,593	735,593
Total	$ 486,914	$ 703,296	$ 534,622	$ 720,448	$ 735,593	$ 735,593

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Transfer In	(182)	-	-	-	-	-
Total	**$ (182)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	378,908	481,640	413,297	505,463	503,687	503,687
Benefits	102,868	131,758	93,322	123,232	139,954	139,954
Supplies	1,297	5,604	3,247	5,137	5,137	5,137
Purchased Services	(12,435)	67,683	8,145	68,150	68,150	68,150
Inter Depart Charges	16,457	16,611	16,611	18,467	18,665	18,665
Total	**$ 487,096**	**$ 703,296**	**$ 534,622**	**$ 720,448**	**$ 735,593**	**$ 735,593**

Department of Planning, Community & Economic Development
Matthew Wachter, Director

Madison Municipal Building, Suite 130
215 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
Phone: (608) 267-1991
Fax: (608) 267-8739
www.cityofmadison.com/dpced

July 21, 2025

TO: Mayor Rhodes-Conway
FROM: Matthew Wachter
DATE: July 18, 2025
SUBJECT: Department of Planning, Community, & Economic Development Office of the Director
            (DPCED-OOD) Operating Budget Transmittal Memo
CC: Deputy Mayors; David Schmiedicke, Christine Koh, Maggie McClain

Goals of DPCED-OOD Operating Budget
DPCED-OOD houses centralized services to support communications, marketing for programs and services, consulting, project management and administrative efficiencies for DPCED agencies. Staffing is streamlined with 4.5 FTE focused on a single service (down from 5.0 FTE in 2025 due to a Program Assistant 2 position shared with the CDA as authorized in RES-25-00326). Salary and benefit expenses comprise 87% of the 2026 budget request for $735,593. 2026 goals include:

- continued increase in proactive and visually engaging communication with the public related to DPCED services, newsworthy community events relating to DPCED work, and the City's housing goals
- effective staff support for the City's Housing Policy Committee
- continued use of MS Teams-enabled SharePoint sites to streamline interdivisional and citywide project management for major redevelopment efforts
- work with IT to improve customer-facing elements of the Accela permitting system for development sign-off processes, and
- refinements to DPCED work planning based on training planned for December 2025

DPCED-OOD staff continue to support citywide data management and governance efforts, as well as Results Madison data pertaining to DPCED communication and redevelopment projects.

99.25% Budget
DPCED-OOD can meet the 99.25% budget target by withholding a portion of funds budgeted for potential blight studies and other consultant services across DPCED. Finally, OOD staff focus their work on supporting projects and programs across DPCED, which can offset the need for overtime or compensatory time in other agencies.

Community expectations for DPCED service delivery continue to increase due to Madison's growth and the City's strong commitment to supporting equitable housing choices and economic opportunities. Still, DPCED agencies have proposed ways to ensure that the 99.25% target is met while striving to deliver meaningful services.

I look forward to addressing any questions you have related to this request.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PCED OFFICE OF DIRECTOR
Enter your Service:	PL CDD EDD Admin & Support
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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Planning

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	3,518,919	3,922,356	3,739,238	4,007,073	4,189,141	4,189,141
Other Grants	1,725,919	1,553,232	1,783,612	1,618,723	1,637,881	1,622,223
Total	$ 5,244,838	$ 5,475,588	$ 5,522,849	$ 5,625,796	$ 5,827,021	$ 5,811,364

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Administration				833,925	888,997	879,695
Community Connections				164,122	171,004	171,004
Data & Mapping	*Service history not shown due to Results Madison*			380,580	378,889	378,889
Development Review	*service restructure. Services listed here started*			1,102,271	1,139,939	1,138,689
Metropolitan Planning Org	*January 1, 2025.*			1,810,803	1,826,457	1,810,799
Plan Creation				597,166	630,158	640,710
Plan Implementation & Design				429,727	466,189	466,189
Support for the Arts				307,201	325,389	325,389
Total	$ 5,244,838	$ 5,475,588	$ 5,522,849	$ 5,625,796	$ 5,827,021	$ 5,811,364

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(13,000)	(36,748)	-	-	-	-
Charges For Services	(56,317)	-	(79,427)	(56,568)	(56,568)	(56,568)
Invest Other Contrib	(546)	(1,500)	(556)	(1,500)	(1,500)	(1,500)
Transfer In	(632)	-	-	-	-	-
Total	$ (70,495)	$ (38,248)	$ (79,982)	$ (58,068)	$ (58,068)	$ (58,068)

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,133,892	3,395,848	3,376,821	3,560,043	3,716,646	3,706,094
Benefits	936,452	942,792	922,260	1,002,937	1,034,504	1,034,504
Supplies	77,904	77,130	68,704	88,630	88,630	115,380
Purchased Services	808,467	790,029	736,561	715,888	723,575	691,720
Debt Othr Financing	116,250	-	247,027	-	-	-
Inter Depart Charges	87,072	89,958	87,670	98,286	103,654	103,654
Inter Depart Billing	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)
Transfer Out	196,796	259,580	205,288	259,580	259,580	259,580
Total	$ 5,315,333	$ 5,513,836	$ 5,602,831	$ 5,683,864	$ 5,885,089	$ 5,869,432

Department of Planning & Community & Economic Development

Planning Division

Meagan E. Tuttle, AICP, Director
Madison Municipal Building, Suite 017
215 Martin Luther King, Jr. Blvd.
P.O. Box 2985
Madison, WI 53701-2985
Phone: (608) 266-4635 | Fax: (608) 266-6377
planning@cityofmadison.com

TO: Mayor Rhodes-Conway
FROM: Meagan E. Tuttle, Planning Division Director
DATE: July 18, 2025
SUBJECT: 2026 Planning Division Operating Budget Transmittal Memo
CC: Christie Baumel; Dave Schmiedicke; Christine Koh; Maggie McClain; Matt Wachter; Lauren Heiser-Ertel

Goals of Agency's Operating Budget

The Planning Division's activities are categorized within eight service areas which were newly implemented with the 2025 budget. The following includes a brief summary of each service area and key highlights from the Division's anticipated 2026 work plan that will be supported by this budget request. Within this Cost to Continue budget request, we anticipate the Planning Division to continue to work closely with other agencies and community partners as we aim to meet our housing creation goals and make responsible long-term investments in our community's future.

- **Administration:** This includes activities common to most City agencies ranging from budget preparation and work planning to payroll processing, hiring, employee professional development, records management, and Citywide efforts such as Results Madison.

- **Plan Creation:** This includes preparation and maintenance of long range plans to guide development and advance the City's long-term goals, including the Comprehensive Plan, Area Plans, Community Action Strategies and other special planning. 2026 is anticipated to include significant work on multiple area plans, advancing several plans ahead of the originally anticipated schedule in the 2022 Area Plan Framework. Key highlights in 2026:

    o Complete the Southeast and Southwest Area Plans

    o Prepare the Downtown Area Plan, including coordination with other city agencies and outside partners who are leading the Greater Downtown Economic Investment Strategy

    o Launch the North and Near West Area Plans

- **Plan Implementation & Design:** This includes collaborative efforts to implement recommendations from adopted plans, ranging from design of public space to updates to City ordinances. Key highlights in 2026:

    o Continue to iterate the State Street Pedestrian Mall experiment in conjunction with the Downtown Area Plan

    o Work with City Agencies to advance Mifflin St. Plaza concept plans to prepare bid documents

    o Continue to collaborate with City Agencies to develop and implement zoning and other code updates in support of Housing Forward goals

- **Development Review:** This includes development review pursuant to MGO Chapters 16 (General Planning), 28 (Zoning Code), 33.24 (Urban Design Commission) and 41 (Historic Preservation), as well as relevant Wisconsin Statutes. In addition to reviewing a high volume of development applications, this also includes support for meetings with elected officials, community groups, development teams and interagency staff teams and providing guidance for decision-making by the Common Council, Plan Commission, Urban Design Commission, and Landmarks Commission. Key highlights in 2026:

  o Identify recommended updates to the Urban Design Code and review process

- **Support for the Arts:** This maintains and expands Madison's public art collection and incorporation of art throughout the community and supports a wide range of local arts and cultural activities, including music and poetry. In particular, this provides support to implement public art installations funded by the Municipal Arts and Percent for the Arts funds in the capital budget.

  o Continue the Arts Grant Program

  o Advance installations identified in Municipal Art Fund Capital budget, including at Theresa Terrace Neighborhood Center, Walnut Street Underpass, Utility Box Wraps

  o Continue to support art incorporation in the Public Market as project nears completion, and art planning in other public space design processes

- **Community Connections and Partnerships:** This includes efforts to create and strengthen relationships with community and neighborhood organizations, institutions, and other units of government in the region. Key highlights in 2026:

  o Continue the Neighborhood Grant Program

  o Coordinate with MMSD and UW-Madison on respective long-range planning efforts, particularly related to Area Planning and development activity

  o Begin planning in collaboration with City Agencies for final attachment of Blooming Grove to the City of Madison

- **Data & Mapping:** This includes maintenance, analysis and communication of a variety of geographic and demographic data used by City Agencies, policymakers, and the public. In 2026, there will be continued efforts to improve tools for reporting development and other data to internal and external partners.

- **Metropolitan Planning Organization:** This includes federally funded planning activities in support of the designated policy body responsible for cooperative and comprehensive regional transportation planning for the Madison Metropolitan Planning Area. While the MPO prepares an annual work plan in coordination with state and federal partners, key highlights in2026 will include:

  o Prepare updates to the regional travel model and the Regional Transportation Plan

  o Complete the regional Transportation Systems Management and Operations Plan

99.25% of Cost to Continue Budget for General Fund
The submitted budget meets this target. Historically, the Planning Division has underspent its budget by approximately 2% or more. In order to meet the 0.75% underspend target for 2026, the Division will closely monitor non-personnel expenses throughout the year. It is important to note that over 85% of the Division's general fund expenses support salaries and benefits. While uncommon, should a staff vacancy

occur, the division may hold the position open longer to help meet this target. Otherwise, the underspend target will be achieved through close monitoring of expenses related to Area Planning and special project implementation, and the Division may also consider strategies such as a reduction in support for hourly interns and/or reduction in support for employee training outside of City offerings.

Agencies were given flexibility to propose net neutral reallocations within their Cost to Continue budget. Modest reallocations are proposed for the Planning Division in 2026. Most notably, the proposed budget reallocates the authorized 0.25% flexibility in Budget Efficiencies to provide an additional $10,552 to support Area Planning activities in 2026. As noted in the work plan highlights above, the Division anticipates launching three plans in 2026, as compared to two in past years, and this reallocation will support activities related to this additional planning work. Other reallocations within the Plan Creation Service have been made to more accurately reflect anticipated expenses for the Area Planning activities based on past years' expenditures. These reallocations are further detailed in the attached forms for the Administration and Plan Creation Services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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1100 - GENERAL	51 - SALARIES	-$10,552	This change utilizes the 0.25% Budget Efficiency flexibility in this year's budget process, by moving these funds to 68000- Plan Creation Service, 54- Purchased Services. As described in the Plan Creation Service changes, this funding will support the planned launch of three new area plan processes in 2026, compared to just two in past years.
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

See proposed changes to Plan Creation Service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

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Enter your Service:	Community Connections
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Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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

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Does your proposal change the total number of FTE positions for an existing classification?
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☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Metropolitan Planning Organization
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Select	Select	Enter $.	Click or tap here to enter text.
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Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
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☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Plan Creation
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	53 - SUPPLIES	$28,000	See notes re: 54-Purchased Services below.
1100 - GENERAL	54 - PURCHASED SERVICES	-$17,448	Historically, the Plan Creation Service has included $50,000 in 54645- Consulting Services, which was used for all expenses related to creating Area Plans. Within the 2026 Plan Creation Service, this has been broken up between the 53 and 54 Majors and several Objects to better reflect the projected expense types based on past years. This moves $28,000 from 56545 Consulting Services to the 53- Supplies Major, including $8,000 to 53250 Food & Beverage and $20,000 to 53110 Office Supplies. Within the 54- Purchased Services Major, this also moves $7,000 from 56545 to 54335 System & Software Maintenance. This is partially offset by an addition of $10,552 from 65000 Administration Service- 51510 Budget Efficiencies to 65800 Plan Creation Service – 54645 Consultant Services. This captures the 0.25% Budget Efficiency flexibility into this Service, as the City anticipates launching three new area plan processes in 2026 compared to just two in past years.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

These changes largely reflect more accurate accounting of the anticipated expenses associated with Area Plan creation activities. However, with the transfer of .25% of Budget Efficiencies to this Service, the modest overall increase of $10,552 for this service in 2026 will enable the City to advance several area plans in 2026, consistent with updates to the schedule identified in Leg # 89107- specifically by starting one additional Area Plan in 2026 over what was originally anticipated.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The modest overall increase of $10,552 for this service in 2026 will be used for Consultant Services. Within the Area Plans work, this is typically used to hire consultant and other community partner support to extend staff engagement efforts with underrepresented communities during plan creation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Plan Implementation and Design
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Support for the Arts
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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Provide the position classification and briefly describe the change:

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Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Library

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Library	19,862,912	20,748,477	7,559	22,174,898	23,204,942	22,778,274
Permanent	8,890	9,000	27,163	15,300	15,300	26,950
Total	**$ 19,871,801**	**$ 20,757,477**	**$ 34,722**	**$ 22,190,198**	**$ 23,220,242**	**$ 22,805,224**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Admin & Marketing				4,663,517	4,765,677	4,447,900
Borrower Services				5,767,023	6,374,035	6,177,475
Digital Access	*Service history not shown due to Results Madison service restructure. Services listed here started January 1, 2025.*			610,069	634,538	766,820
Information Connection And Ref				3,782,253	3,867,672	3,834,975
Programming and Partnerships				2,427,842	2,493,012	2,435,377
Resources and Materials				2,314,656	2,412,937	2,427,744
Spaces				2,624,837	2,672,371	2,714,933
Total	$ 19,871,801	$ 20,757,477	$ 34,722	$ 22,190,198	$ 23,220,242	$ 22,805,224

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General Revenues	-	-	(20,748,477)	-	-	-
Intergov Revenues	(1,353,980)	(1,389,148)	(1,415,832)	(1,316,945)	(1,196,885)	(1,187,555)
Charges For Services	(784,766)	(758,439)	(793,841)	(772,439)	(772,439)	(792,439)
Fine Forfeiture Asmt	(42,417)	(38,700)	(41,567)	(40,000)	(40,000)	(40,000)
Invest Other Contrib	(617,341)	(558,800)	(954,219)	(445,334)	(445,334)	(595,000)
Misc Revenue	(139)	(100)	(136)	-	-	-
Other Finance Source	-	(70,000)	(120)	-	-	-
Transfer In	(260,698)	(65,048)	(42,608)	(15,000)	(15,000)	(26,800)
Total	**$ (3,059,341)**	**$ (2,880,235)**	**$ (23,996,799)**	**$ (2,589,718)**	**$ (2,469,658)**	**$ (2,641,794)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	11,077,088	11,927,873	11,840,171	12,271,754	12,783,533	12,848,679
Benefits	3,294,292	3,531,192	3,725,333	3,758,884	3,745,996	3,745,996
Supplies	1,237,409	1,054,372	1,154,140	1,062,811	1,099,495	1,178,125
Purchased Services	4,311,302	4,422,961	4,594,587	4,964,708	5,315,429	5,351,806
Debt Othr Financing	207,444	-	18,342	211,465	211,465	-
Inter Depart Charges	127,593	152,986	150,621	167,132	190,819	192,653
Transfer Out	2,676,014	2,548,327	2,548,327	2,343,162	2,343,162	2,129,759
Total	**$ 22,931,142**	**$ 23,637,712**	**$ 24,031,521**	**$ 24,779,917**	**$ 25,689,900**	**$ 25,447,018**

TO: Mayor Rhodes-Conway
FROM: Tana Elias, Library Director
DATE: July 18, 2025
SUBJECT: Operating Budget Transmittal Memo
CC: Deputy Mayors, Finance Director, Budget Manager

Goals of Agency's Operating Budget

Our 2024-2028 Strategic Priorities include sharing **engaging and accessible core services** (collections, programs, information connection & referral, and digital resources); providing welcoming, safe, environmentally friendly and community responsive **spaces**; a focus on **community partnerships** which inform the work we do and connect our visitors to needed services; and investing in our people through **staff development**. Our 2026 goals continue to focus on these core programs and services, while evaluating key areas for efficiency and impact. Major projects for 2026 will include the construction and opening of the Imagination Center at Reindahl Park, an ILS (integrated library system) migration in partnership with South Central Library System, a focus on increasing the number of library cardholders, updating facilities in compliance with the City's ADA plan, the review and updating of all library websites to ensure compliance with new accessibility standards, and a continued emphasis on bringing culturally diverse collections and programs to the community. In addition, we'll be implementing new partnership and program goals, which are being developed this year and will help us better prioritize programming efforts in light of increasing need and reduced funding, and we will focus on additional projects identified through individual service work plans and ongoing staff development work.

Library use has mostly returned to pre-pandemic levels, though hours reductions in 2021, Town of Madison annexation, and the growing expansion of the city has resulted in the Dane County formula continuing to affect Madison Public Library's budget significantly. We anticipate these factors to continue to affect our payment under the formula in 2026, as the formula is based on a three-year rolling average and that will be the last year we see increases from the annexation of the Town of Madison. We continue to explore ways to reduce this funding loss and better serve Madison customers, including working in conjunction with the Planning department to consider long-term siting of libraries, and testing out marketing, collection, and programming changes to attract more visitors to and realize more checkouts from Madison libraries. The Imagination Center's opening is also expected to add overall

MADISON
PUBLIC
LIBRARY

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608.266.6300 ph
608.266.4338 fax

library visitors and reduce payments to Dane County, though any reductions will likely be offset by the annexation of the Town of Blooming Grove in 2027.

We continue to use Results Madison measures as a benchmark for library service and to make annual adjustments as needed. Several staff have been through the City's Data Training Program so we have increased capacity to collect and analyze data and have tied this data more closely with our strategic plan. Having internal data expertise is more important than ever, as threats to the Institute of Museum and Library Services may affect our future ability to benchmark our services against other libraries as the data available may no longer be collected at the federal level.

99.25% Budget

The library has successfully met salary savings and efficiency goals most years in part through turnover, longtime staff retirement positions filled at entry level pay, and slower hiring processes which leave positions open longer. In addition, we rely on some private funding through Foundation, Friends and other grant funds to provide additional support for programming, collections, technology, and professional development. We especially monitor spending in two areas – staffing and programming – throughout the year to ensure we are on track to meet both salary savings and efficiency goals and adjust our spending and hiring throughout the year as needed.

We continue to explore ways to provide service more efficiently and eliminate unnecessary services or expenses. In 2025 and 2026, we are and will continue to actively seek ways to reduce the impact of the Dane County reimbursement formula and reduce both our costs paid to other Dane County libraries and increase the number of library card holders using Madison libraries.

Reallocations and Other Changes

We reallocated 2.0 FTE vacant positions in 2025 ($229,000) to create 2.6 FTE, consisting of three systemwide positions needed to support the addition of the Imagination Center at Reindahl Park, and reducing capacity for planning and library programs. These new positions will better support the facilities maintenance, technology support, and collection management needs of adding a tenth service location. Two of these reallocations will happen after the cost-to-continue budget exercise was complete in spring of 2025, so have been adjusted by moving salary costs from one service to another in four services – Admin and Marketing, Digital

Access, Resources and Materials, and Spaces. The justification for prioritizing these changes and others is included in the Supplemental Request for the new Imagination Center at Reindahl Park.

Additional reallocations include adjustments to bring the Library's private funds budget closer to the historical average received, along with corresponding increases in purchased services. These changes move funds between six services – Admin & Marketing, Digital Access, Information Connection and Referral, Programs and Partnerships, Spaces, and Resources and Materials – but have minimal impact on levy funding.

We also propose reallocating some of a $195,000 increase (in 2025) in Resources and Materials to different services and majors via the Supplemental Request to adjust for Imagination Center operating costs.

Supplemental Request

Madison Public Library and Madison Parks began construction on the Imagination Center at Reindahl Park in May of 2025 after more than a decade of community engagement and planning. We are requesting an additional $326,040 toward library operations in 2026 to fund partial year salary and service costs for the new facility, with the intent of those costs being annualized in 2027. Our supplemental request includes a breakdown of personnel and other costs and provides a series of proposed service reductions in priority order if the supplemental request is not granted or not granted in full. While we have received significant feedback that service reductions are not desired by patrons of existing libraries or by our Library Board, we are realistic that reductions may be necessary and have prioritized those by factors including cost, operational effect, and equitable service across the city.

It's worth noting that this is a shared facility, and the library's supplemental request includes all library operational costs as well as our portion of the shared costs for items like snow removal, utilities, and facility maintenance. We have coordinated shared costs with Madison Parks for the portion of the building that they will maintain.

The neighborhoods surrounding Reindahl Park will benefit immensely from the addition of a library and a year-round park pavilion in the space. Throughout our community engagement work, we've heard that residents have no meeting spaces, no ability to access free technology and high-speed internet access, and that they

would benefit from community gathering spaces and the educational, civic, and social opportunities public libraries provide. Both the library and the pavilion will help activate the park year-round, and the synergy between the three spaces will offer more wellness and holistic health benefits for visitors.

According to the Northeast Area Plan, adopted in 2024, nearly 15,000 residents live in the northeast area. We estimate that just over 19,000 residents are within the library's service area as measured by a 2-mile radius around each library. This section of the city is a faster-growing area, with multiple new housing developments proposed or already under construction. The area is more diverse than the city as a whole. Neighborhood demographics include:

- More than 65% of MMSD students living in the area qualify for free or reduced lunch
- 11% of residents born outside of the U.S.
- 21% of residents are under 18
- The area's population grew by 11% between 2010 and 2022, compared with 3.4% statewide
- 9% of residents lack internet access
- Students who attend two neighborhood elementary schools (Hawthorne and Sandburg) have high percentages of English language learners (28% and 39%), higher percentages of low-income families (70% and 66%) and populations of about 80% youth of color.

The Imagination Center also supports the City's and the Northeast Area Plan's recommendations under Culture and Character, including supporting educational and entertainment venues, helping residents to create community events at Reindahl Park, adding art and placemaking elements, and providing spaces where people are comfortable expressing their culture and feeling part of their community.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Admin and Marketing
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐ No – No change to description ☒ Yes – Description needs to be updated	
If yes, enter updated Service Description here: This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting the library's ten locations. The goal of this service is to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**.   Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major.   • Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level.   • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	10,590	Increase donations that were under budget in the past.
1200 - LIBRARY	51 - SALARIES	-89,255	Decrease due to recreation of position 4476 (1.0 FTE Planner 2) into 1.0 FTE Library IT Spec 1 and 0.6 FTE Clerk 1
1200 - LIBRARY	54 - PURCHASED SERVICES	18,630	Increase in donation-funded purchased services, with corresponding increase in donation revenue.
1200 - LIBRARY	59 - TRANSFER OUT	-225,203	Decrease due to updated debt service payment schedule for the Library Fund
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The changes proposed are to bring Library's private funds budget closer to what the historical average has been, there is minimal impact to levy funding.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Proposed change allows us to spend additional funds received through private donations. These funds typically enhance library collections, technology and programming in line with the library's goals, and expand service across the city.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed reallocation of position 4476 (Planner 2) aligns the recreation of the position into 1.6 FTE authorized via legislative file 89040. The two positions created are a 1.0 Library IT Specialist 1 and a 0.6 Library Clerk 1 that will serve in a systemwide capacity.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

These two systemwide positions will support the new Imagination Center at Reindahl Park. The addition of a library and a year-round park pavilion in the Reindahl Park and surrounding neighborhood will provide valuable resources to an under-resourced area of the city, and these positions will support that mission.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Borrower Services
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	56 - DEBT OTHR FINANCING	-211,465	Decrease fund balance generated due to updated debt service schedule for the Library Fund.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Digital Access

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

This service includes all aspects of library technology, including hardware and software that is used by the public. The goal of this service is to provide access to Wi-Fi and devices to residents in need and to support the daily work and operations of library facilities and staff.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Maintenance of library computers for the public.
• Maintenance of public Wi-Fi.
• Public printing, faxing, and copying.
• Library Technology Infrastructure: Maintain and replace library technology infrastructure and systems.
• Management and maintenance of AV equipment.
• Management and maintenance of other devices used for providing service to the public.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:
- Total changes of less than $10,000 at the Major and Service level.

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	10,000	Increasing donations that were under budget in the past.
1200 - LIBRARY	51 - SALARIES	92,284	Increase due to recreation of position 4476 (1.0 FTE Planner 2) into 1.0 FTE Library IT Spec 1 and 0.6 FTE Clerk 1.
1200 - LIBRARY	53 - SUPPLIES	26,488	Increase for mainly hardware supplies, shifting funds between services. Overall hardware supplies budget remains the same across the agency.
1200 - LIBRARY	54 - PURCHASED SERVICES	18,509	Half of the change is due to anticipated increase in SCLS Tech/ILS membership fees, supplemented by the decrease in Ashman Common Area Maintenance surplus. The other half is reflective of the increase in donations.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The salaries change is reflective of changes made in 2025 after the 2026 payroll snapshot was taken.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The salary change is necessary to provide technology service to ten locations instead of nine, and to help manage the increasing technology in our public spaces without expanding wait times for technology replacement and repair. By extending service to the Imagination Center, we'll be serving more residents on the City's growing but under-resourced northeast side.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is a 2025 change not reflected in the 2026 cost to continue budget.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

This change is necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Information Connection and Referral
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: As the statutory resource library for the system, this service is responsible for all activities associated with providing connection to information and resources for the residents of Madison, Dane County and the South Central Library System. Staff at ten library locations integrate information concepts into the full range of library services, including instruction, basic needs support, technology, literacy and research support, connection to community resources, and one-on-one reference interactions. Staff develop and maintain collaborative relationships beyond the library profession to strengthen and assess services to users.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	11,000	Decreasing anticipated donations in this service.
1200 - LIBRARY	51 - SALARIES	-34,983	Decrease due to reallocation of position 4092 (Maintenance Mechanic 2) to align with services provided by the position.
1200 - LIBRARY	53 - SUPPLIES	-12,769	Decreasing donation-funded supplies.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Salaries change is a 2025 personnel budget change after the 2026 payroll snapshot was taken. Decreasing anticipated donation revenue and supplies in this service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Salary change is necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is a 2025 change not reflected in the 2026 cost to continue budget.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Salary change is necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Programs and Partnerships
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	100,000	Increase due to donations that were significantly under budget historically.
1200 - LIBRARY	51 - SALARIES	-52,475	Decrease due to reallocation of position 4092 (Maintenance Mechanic 2) to align with services provided by the position.
1200 - LIBRARY	53 - SUPPLIES	46,067	Increase in donation funded supplies, with corresponding increase in donation revenue.
1200 - LIBRARY	54 - PURCHASED SERVICES	46,523	Increase in donation funded purchased services, with corresponding increase in donation revenue.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The salaries change is reflective of changes made in 2025 after the 2026 payroll snapshot was taken.

The revenue and non-personnel changes proposed are to bring Library's private funds budget closer to what the historical average has been, there is no impact to levy funding.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Salaries change is necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

Proposed revenue and non-personnel changes allow us to spend additional funds received through private donations. These funds typically enhance library collections, technology and programming in line with the library's goals, and expand service across the city.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is a 2025 change not reflected in the 2026 cost to continue budget.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The salary change was an adjustment necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Resources and Materials
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	50,000	Increasing donations that were significantly under budget in the past.
1200 - LIBRARY	49 - TRANSFER IN	11,800	This is the Library's trust fund annual draw. Library draws the amount of the earnings in the previous year.
1200 - LIBRARY	51 - SALARIES	40,437	Increase due to recreation of position 4476 (1.0 FTE Planner 2) into 1.0 FTE Library IT Spec 1 and 0.6 FTE Clerk 1.
1200 - LIBRARY	53 - SUPPLIES	36,565	Increase in donation-funded supplies with corresponding increase in donation revenue.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The salaries change is reflective of a change made in 2025 after the 2026 payroll snapshot was taken.

Most of the proposed changes are to bring Library's private funds budget closer to what the historical average has been, there is no impact to levy funding for these changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Imagination Center at Reindahl Park will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side. Increased technical services staffing will support the opening and maintenance of the Imagination Center beginning in 2026.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is a 2025 change not reflected in the 2026 cost to continue budget.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The Imagination Center at Reindahl Park will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Spaces
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: This service is responsible for all activities and services associated with the maintenance and mechanical operations of Madison Public Library's ten public library facilities and the Library Service & Support Center. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1200 - LIBRARY	43 - CHARGES FOR SERVICES	19,000	Increasing Central's rental events and catering revenue. 2026 has more rental events and the rental rates will increase.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	10,000	Increasing donations that were historically under budgeted.
1200 - LIBRARY	51 - SALARIES	109,138	Increase due to recreation of position 4476 (1.0 FTE Planner 2) into 1.0 FTE Library IT Spec 1 and 0.6 FTE Clerk 1. Additional reallocation of position 4092 (Maintenance Mechanic 2) to align with services provided by the position.
1200 - LIBRARY	54 - PURCHASED SERVICES	-46,150	Decrease due to Ashman library common area maintenance expenses decreasing significantly. Funds are being used to augment increases to contractual obligations not increased during cost to continue exercise.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The salaries change is reflective of changes made in 2025 after the 2026 payroll snapshot was taken.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Salaries change is necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This is a 2025 change not reflected in the 2026 cost to continue budget.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The salary change was an adjustment necessary to prepare for the Imagination Center at Reindahl Park. The Imagination Center will serve an under-resourced neighborhood, expanding library service to the city's growing northeast side.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Borrower Services, Programs & Partnerships, Resources and Materials, Spaces, Admin & Marketing, Digital Access and Information Connection and Referral. (All Library services.)

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☒ Funding operating expenses for a new City facility that is not included in the base budget ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? Madison Public Library and Madison Parks will be opening the long-awaited Imagination Center at Reindahl Park in September of 2026. This project includes a 17,428 square foot facility that includes a year-round park pavilion and a public library in an under-resourced and fast growing area of northeast Madison. The project broke ground in May of 2025 with the knowledge that we would need to make some reductions in order to operationalize this project. The Library has tried to minimize costs when possible, including securing a $4.5 million commitment from Madison Public Library Foundation and securing a $4.25 million dollar grant from the Flexible Facilties Program at the Wisconsin DEHCR to offset construction borrowing and reduce debt service. In 2025, we eliminated two vacant Librarian and Library Planner positions to create three new system-wide positions needed for adding a tenth library to our system. These eliminations funded a Maintenance Mechanic 2, Library IT Specialist 1 and 60% Technical Services Clerk positions for a total

of $229,000. The Library also received an extra $195,000 in 2025 in anticipation of future Imagination Center costs.

If needed, the library is prepared to make additional reductions in order to operationalize library service at this tenth library, because we have received significant community feedback that library services and community spaces are vital to the future success of this area of the city. However, reducing library services in existing libraries is not something supported by patrons of those libraries, neighborhood residents or the Library Board. Further elimination of vacant positions and service/supply funding will noticeably decrease the level of service provided to library patrons and negatively affect the Dane County library reimbursement formula, resulting in even higher costs for serving Madison residents who visit non-Madison libraries with more convenient hours or access. Other citywide investments in this neighborhood included adding a Neighborhood Resource Team and designating Sandburg Elementary as a Community School.

If this supplemental request is not granted or not fully granted, we will need to implement the following reductions to ensure the new building can operate in 2026 and beyond. The reductions are listed in priority order, as approved by the Library Board in their July 8, 2025 board meeting. Item #1, in this example, would be the first service cut and the last service restored.

1. Sunday hours at Goodman South and Lakeview Libraries ($45,848).
2. Reduction in program services and supplies ($70,192)
3. One vacant Librarian position or higher ($90,000)
4. Sunday hours at the Central Library ($80,000)
5. Reduction to a one shift model at the Imagination Center ($40,000) *

* Reducing from a two-shift model to a one-shift model is a reduction of 10 hours per week (typical two-shift model hours are M-F 10:00 am – 8:00 pm and Saturday 9:00 am – 5:00 pm; one-shift model hours are M-F 10:00 am – 6:00 pm and Saturday 9:00 am – 5:00 pm) and reduction of permanent staffing from 8.0 FTE to 7.6 FTE and hourly staffing from 10,348 annual hours to 7,956 annual hours.

It should be noted that this supplemental request for $326,040 in 2026 carries with it the expectation that those partial year costs in 2026 would be annualized through the cost-to-continue operating budget in 2027. If the supplemental request is partially granted, all of the above items, and other vacant positions yet to be determined, may need to be reduced in 2027 in order to fully operationalize the library. We will continue to seek efficiencies and/or service improvements throughout the year in 2025 and 2026 to reduce overall operational costs if possible.

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

Imagination Center will be measured by most of the Library's Results Madison indicators, particularly physical items checked out, visits, library card holders, computer use, meeting/study room use, and program attendance. We expect usage to be similar to the Lakeview Library by most metrics. By 2028,

we anticipate the addition of the library to positively affect the Dane County formula for library use reimbursement, or at least reduce the impact of the annexation of the Town of Blooming Grove.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Libraries provide many services that increase equitable access to information, economic and educational opportunity, and improve quality of life through civic and social connections. The addition of a library and a year-round park pavilion in the Reindahl Park and surrounding neighborhood will provide valuable resources to an under-resourced area of the city.

Multiple new housing developments are proposed or already under construction, and neighborhood demographics include:
-More than 65% of MMSD students living in the area qualify for free or reduced lunch
-11% of residents born outside of the U.S.
-21% of residents are under 18
-The area's population grew by 11% Between 2010 and 2022, compared with 3.4% statewide
-9% of residents lack internet access
-Students who attend two neighborhood elementary schools (Hawthorne and Sandburg) have high percentages of English language learners (28% and 39%), higher percentages of low-income families (70% and 66%) and populations of about 80% youth of color.

The library will provide services and programming developed through community consultation and co-creation, focusing on existing partnerships in the neighborhood such as Sandburg Elementary school and several neighborhood associations, and developing new partnerships with the Bartillon Shelter, Literacy Network, River Food Pantry, and others. Siting in the park will allow us to use adjacent natural spaces to focus programming and partnerships on improving healthcare, wellness, and educational opportunities in particular.

Other recent citywide investments in this neighborhood included adding a Neighborhood Resource Team and designating Sandburg Elementary as a Community School.

Part 3. Budget Estimate		
Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.		
	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$446,097	$888,693
# of FTEs	8.0	8.0

Supplies:	$43,100	$46,832
Purchased Services:	$-163,157 *	$218,860
Total	$326,040	$1,154,385

Explain the assumptions you used to estimate costs:

Personnel costs are derived using the 2025 employee cost calculator. Library staff reviewed current staffing and costs at similar size libraries to estimate partial and full year expenses.

Positions needed for Imagination Center at Reindahl Park
1 Supervisor
1.0 Librarian
1.0 Librarian
1.0 Librarian
1.0 Library Assistant
1.0 Library Assistant
1.0 Library Assistant
1.0 Clerk
4 Security Monitors (hourly positions, 15 hours/week each)
9 Pages (hourly positions, 16 hours/week each)

* Purchased Services is a negative amount because of applying the $195,000 given to the Library in the 2025 Executive Budget against all costs in the 2026 supplemental request. The $195,000 was added to a service account, not knowing exactly where it would be needed at the time it was added.

Monona Terrace Comm Conv Ctr

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Convention Center	16,123,666	14,701,064	15,769,464	14,854,825	15,164,448	15,165,179
Total	**$ 16,123,666**	**$ 14,701,064**	**$ 15,769,464**	**$ 14,854,825**	**$ 15,164,448**	**$ 15,165,179**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Community Convention Center	16,123,666	14,701,064	15,769,464	14,854,825	15,164,448	15,165,179
Total	**$ 16,123,666**	**$ 14,701,064**	**$ 15,769,464**	**$ 14,854,825**	**$ 15,164,448**	**$ 15,165,179**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(9,709,884)	(9,142,625)	(10,307,298)	(9,299,325)	(9,608,948)	(9,609,679)
Invest Other Contrib	(7)	(23,700)	(12,655)	(23,700)	(23,700)	(23,700)
Misc Revenue	(93,561)	(139,800)	(55,484)	(139,800)	(139,800)	(139,800)
Other Finance Source	(938,154)	(2,939)	(2,027)	-	-	-
Transfer In	(5,382,060)	(5,392,000)	(5,392,000)	(5,392,000)	(5,392,000)	(5,392,000)
Total	**$ (16,123,666)**	**$ (14,701,064)**	**$ (15,769,464)**	**$ (14,854,825)**	**$ (15,164,448)**	**$ (15,165,179)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	4,591,878	4,811,418	5,079,871	4,902,981	5,233,038	5,233,038
Benefits	1,393,703	1,497,336	1,672,955	1,540,212	1,420,156	1,420,156
Supplies	2,288,729	436,129	478,359	438,129	438,129	439,120
Purchased Services	6,906,932	7,041,569	7,196,001	7,041,269	7,041,269	7,041,009
Debt Othr Financing	96,407	-	488,527	-	-	-
Inter Depart Charges	507,818	516,532	515,551	594,034	693,656	693,656
Transfer Out	338,200	398,080	338,200	338,200	338,200	338,200
Total	**$ 16,123,666**	**$ 14,701,064**	**$ 15,769,464**	**$ 14,854,825**	**$ 15,164,448**	**$ 15,165,179**

TO: Mayor Satya Rhodes-Conway
FROM: Connie Thompson, Executive Director
DATE: July 17, 2025
SUBJECT: 2026 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Operating budget requests should be informed by agency work plans and enable your agency to complete its core activities. What are the key goals of your agency's work plan and how will your budget request support your work plan? How do you use your Results Madison data and indicators to determine whether your agency is meeting its goals? How are you using an evidence-based approach to evaluate whether your agency is providing core services efficiently and effectively?

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

Monona Terrace creates monthly financial reports to assess our progress in meeting goals, staying within budgetary amounts, and providing updates to our managers and the Monona Terrace Board of Directors.

Our Core Mission is to:
1. **Deliver an exceptional and inspirational customer experience**
2. **Optimize revenue sources and dollars**
3. **Pursue optimal operating efficiency and sustainability**
4. **Achieve service excellence**
5. **Serve our community by supporting diversity, equity and inclusion**

Enterprise Agencies

Enterprise agencies must submit a balanced budget. Enterprises do not have a set expenditure target, but all costs must be supported by agency revenues.

- Describe any changes in revenue projections for 2026 compared to your 2025 adopted budget. Are you anticipating any major changes to services based on revenues?

- If you are proposing a rate increase, how much is the estimated increase for the average household? What are the components of the increase (e.g., how much is attributable to debt service for capital projects)? What efforts have been taken to reduce expenses before proposing a rate increase? How have you considered equity and resident ability to pay?

- If you are projecting revenue shortfalls, what expenditure reductions are you proposing to meet available revenues? Those agencies that receive subsidies from other funds will need to carefully scrutinize and reduce spending levels where necessary, consistent with constraints on the funds providing the subsidy.

Our 2026 Building revenue is currently forecast to be $4,773,179, an increase of $310,354 from the 2025 adopted revenue budget of $4,462,825. Building Event Revenue increased primarily due to an increase in the number of Conventions and an increase in average revenues in several of our Event types (Banquets, Meetings, Conferences).

Monona Terrace's 2026 Operating Expense request is currently $310,354 higher than the adopted 2025 Operating budget. This is primarily due to an increase in permanent salaries, the approved addition of an A/V Technician position, and an approximately $100,000 increase in Inter-Departmental charges and Insurance costs.

If you are projecting revenue shortfalls, what expenditure reductions are you proposing to meet available revenues? Has your agency reviewed services and priorities to identify service activities that could be reduced or eliminated to decrease your agency's deficit?

As directed by the City Finance Department, our Room Tax request is currently at the same level as our 2025 Adopted Budget - $5,392,000. With the increased of number of Conventions that are currently scheduled to be hosted, Monona Terrace is submitting a requested budget that has our projected revenues covering our budgeted expenses.

Reallocations and Other Changes (if applicable)

Agencies are given flexibility to propose net neutral reallocations to their Cost to Continue budget. Reallocations can be proposed to align budget to actuals, reflect changes in activities, or test innovative approaches to service delivery. Agencies cannot propose changes to centrally calculated salary savings and interdepartmental billings & charges. Agencies cannot propose new revenues that result from charging other agencies.

Changes of $10,000 or more at the Major level must be explained in your Service-level proposal form. For this memo, provide a brief summary of your proposed reallocations or any other significant changes to your Services. Updated service descriptions require a new paragraph detailing the service changes. Explain why the changes are needed in 2025 and if the reallocations align with your Department Equity Action Plan or other equity goals.

Agencies should not submit any supplemental requests. All requests for personnel reclassifications must be submitted to Human Resources (HR) by the budget deadline. No requests for new positions will be considered.

Our current plan for 2026 is to continue forward with our A/V Technician position that was approved in May 2025, and hire a 50% Gift Shop Sales clerk position that was approved as part of the 2025 Operating budget, resulting in a net 1.0 position increase from our current FTE number of permanent positions.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	MONONA TERRACE COMM CONV CTR
Enter your Service:	Community and Convention Center

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2140 - CONVENTION CENTER	43 - CHARGES FOR SERVICES	310,354	Increase in event revenue due to historical review of event averages (Banquets, Meetings, Entertainment), and an increase in number of Conventions to be held at the Convention Center in 2026.
2140 - CONVENTION CENTER	51 - SALARIES	154,950.89	Increase for anticipated COLA, and full year of an A/V Technician position that was added in 2025.
2140 - CONVENTION CENTER	52 - BENEFITS	55,050.07	Increase in WRS, Health insurance premiums, and benefits for new A/V position (see above Salaries)
2140 - CONVENTION CENTER	57 - INTER DEPART CHARGES	99,621.97	Increase in charges from other City agencies that perform duties in assistance to the Convention Center.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

There is no impact from the proposed changes, as the increase in Operating expenses will be offset by projected additional event revenue.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
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☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Fire

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	68,649,645	70,567,692	70,987,766	74,931,653	76,374,861	76,374,861
Other Grants	242,667	186,085	226,048	232,126	21,085	274,994
Total	**$ 68,892,312**	**$ 70,753,777**	**$ 71,213,814**	**$ 75,163,779**	**$ 76,395,946**	**$ 76,649,855**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
CARES & Community Paramedicine				1,872,049	2,031,640	2,031,640
Emergency Management	*Service history not shown due to Results Madison service*			197,088	310,927	310,927
Fire and EMS Operations	*restructure. Services listed here started January 1, 2025.*			70,767,780	71,750,972	71,799,781
Prevent, Inspect, & Safety Education				1,223,121	1,285,470	1,285,470
Specialized Operations				1,103,741	1,016,938	1,222,037
Total	$ 68,892,312	$ 70,753,777	$ 71,213,814	$ 75,163,779	$ 76,395,946	$ 76,649,855

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(307,730)	(223,408)	(296,918)	(224,836)	(203,751)	(209,433)
Charges For Services	(536,370)	(349,070)	(534,184)	(530,570)	(530,570)	(1,022,204)
Licenses And Permits	(1,308,909)	(1,379,843)	(1,365,456)	(1,379,843)	(1,379,843)	(1,379,843)
Invest Other Contrib	(13,661)	(5,250)	(1,800)	(5,250)	(5,250)	(5,250)
Misc Revenue	(126,076)	(113,100)	(72,147)	(113,100)	(113,100)	(113,100)
Transfer In	(340,016)	-	-	-	-	-
Total	**$ (2,632,762)**	**$ (2,070,671)**	**$ (2,270,505)**	**$ (2,253,599)**	**$ (2,232,514)**	**$ (2,729,830)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	45,867,199	47,059,754	46,509,799	50,181,417	51,390,223	51,989,156
Benefits	17,679,539	17,166,009	19,032,611	18,621,819	17,985,683	18,020,483
Supplies	1,346,622	1,267,664	1,059,487	1,202,765	1,144,241	1,251,851
Purchased Services	1,851,027	2,347,694	1,969,571	2,405,757	2,347,757	2,357,639
Debt Othr Financing	36,707	-	-	-	-	-
Inter Depart Charges	4,739,136	4,983,327	4,912,849	5,005,619	5,760,557	5,760,557
Transfer Out	4,843	-	-	-	-	-
Total	**$ 71,525,073**	**$ 72,824,448**	**$ 73,484,318**	**$ 77,417,378**	**$ 78,628,460**	**$ 79,379,685**

City of Madison Fire Department

314 W. Dayton St., Madison, WI 53703-2506
Phone: 608-266-4420 • Fax: 608-267-1100 • E-mail: *fire@cityofmadison.com*

Chris Carbon
Fire Chief
608-266-6564

Scott K. Bavery
Assistant Chief
608-267-8674

Jeffrey T. Larson
Assistant Chief
608-266-5946

Chris Hammes
Assistant Chief
608-266-4789

Timothy J. Mrowiec
Deputy Chief
608-266-5966

Liza Tatar
Deputy Chief
608-266-5956

Paul J. Ripp
Division Chief
608-266-4203

Jerome D. Buechner
Division Chief
608-266-4256

David Crossen II
Division Chief
608-266-4886

Lisa M. Becher
Division Chief
608-243-0195

Ron Blumer
Division Chief
608-266-5959

Dan Williams
Division Chief
608-266-4201

Bill Sullivan
Fire Marshal
608-261-9658

Brent Sloat
Admin. Services Mgr.
608-266-4777

Megan E. Gussick, MD
Medical Director
608-266-4420

To: Mayor Satya Rhodes-Conway

From: Chris Carbon, Fire Chief

Date: July 18, 2025

Subject: 2026 Operating Budget Transmittal Memo

CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The 2026 operating budget request for the Madison Fire Department (MFD) funds continued staffing and operational needs for fire protection, emergency medical services (EMS), and specialty rescue services. Additionally, the request maintains the essential components of fire administration, fire prevention, elevator inspection, CARES, community paramedicine, and emergency management. The MFD strives to enhance the quality of life for everyone in Madison, by creating an environment in which the community can feel safe, secure, and thoughtfully cared for knowing that the Fire Department is fully staffed and ready to respond to any request for service at a moment's notice. We have a dedicated group of members who take great pride in the high level of professional excellence and compassionate service provided to the community. The success and wellbeing of our personnel in delivering this security is dependent upon sufficient staffing in order to respond with a full complement of necessary personnel and equipment.

We are already a lean organization that is striving to maintain pace with growing call volumes and increasing requests for service. Our call volume has been growing by twice the rate of population growth. We have responded to an increased call volume of 6% since last year, and by 31% since 2019 (i.e., 5 years). This equates to almost 2,500 additional calls for service in the past year alone. At every step, we are evaluating our operations to ensure that we are as efficient as possible in delivering services. This, in fact, is the basis of dual-role personnel in providing both disciplines of Fire and EMS. We also co-locate our special team services within existing response companies, thus adding to the overall efficiency in usage of personnel to provide additional complex capacities to the foundation of our service lines. Furthermore, the ongoing services of both the CARES program and community paramedicine initiatives are designed by their nature to focus on both the prevention and most appropriate management of significant needs within the community.

99.25% Budget for General, Library, Fleet fund agencies

The largest step towards realizing permanent efficiencies is achieving and maintaining full staffing of commissioned positions. Overtime has been both a recent and ongoing challenge first highlighted in the beginning of 2020. To ensure equitable, safe, and consistent service delivery, we strive to ensure the

maintenance of daily minimum staffing across the city. The department currently averages approximately 10 unplanned absences per day, often placing us below minimum staffing and creating the need for overtime resources. We have made significant progress and are now fully staffed as I write this memorandum. Our 2026 budget request will allow the MFD to continue on this pathway and to enter quarter three of 2026 with zero projected permanent vacancies, following 2026 retirements and the graduation of a recruit class. Full staffing will allow MFD and Local 311's creative staffing model to function more consistently, resulting in unfilled shifts being covered by straight time rather than overtime. MFD needs to enter 2027 with as few vacancies as possible, in addition to a graduating recruit class, in order to cover planned retirements, maintain critical minimum staffing, and reduce overtime. We have made significant strides forward in 2025 and look to continue into 2026 to see ongoing improvement and reduction in overtime costs.

We were asked about strategies to potentially help to realize longer-term operating efficiencies and savings in comparison to current trends. We continue to work on developing our request to evaluate a test program of (3) BLS ambulances. This concept is geared towards adding resources for approximately 8-hours at the peak demand times, spread equally across the city, and absorbing additional demands from increasing EMS call volumes. We are continuously evaluating the data behind our existing resource allocations to maximize their value. For example, after a thoughtful and cautious pilot period, we relocated Med Unit #14 to Station #11 (Med Unit 11) to more efficiently and effectively serve the city as a whole, and it has seen an average year-over-year increase in call volume of greater than 30%.

We have increased our agency-generated revenue via increased ambulance transport volumes, increased Medicare reimbursement rates, the addition of new fire protection service contracts (without the addition of associated staffing resources), and are evaluating further potential opportunities and collaborations.

As mentioned earlier, we are also working diligently on the front-end and prevention aspect of EMS, with the services being provided by our CARES teams and the community paramedic division. These services provide critical access to resources and behavioral health needs among the most vulnerable and medically complex within our community. By proactively engaging with our patients, and by sending the most medically appropriate resources to their specific needs, we can assure the most cost-effective and appropriate services are reaching patients in the most important times they are needed. Simultaneously, we are helping patients to avoid the more expensive and often inappropriate transports to traditional locations such as emergency departments.

Supplemental Request

In the 2026 budget, I am requesting budget authority to add a 10th ambulance to our daily operations, thereby increasing our daily staffing from 88 to 90 per day. This is a request that I do not take lightly, however is one for which there really is no alternative. In fact, I believe that we are already far overdue on this request. As mentioned earlier, we have seen tremendous increases in call volume over the last 5 years. The EMS services in any community are the ultimate safety net for all, and that has driven an increase in call volume at almost double the rate of population growth. With recent changes to Medicaid, it is conceivable that the number of people in our community needing additional support and response will only increase further, and at a greater rate.

Our medic units are the busiest units in the department, and are significantly under-resourced in comparison to surrounding municipalities. We average more than double the responses per medic unit than those in Middleton, Sun Prairie, and Fitch-Rona. We also cover more than double the amount of population per medic unit in those same communities.

From a pure health, safety, and wellness perspective, it is imperative that we do our very best to care for our folks and to ensure that sleep patterns, stress factors, training opportunities, and other wellness priorities are not compromised by this resource constraint. Our people are our biggest and most important asset, and we are asking for the resources needed to help them to serve the city at their best.

This is not only a request for additional service coverage, but also a business case proposal. The cost to train paramedics is significant, and the rate of turnover is increasing due to the significant workload and burden placed upon this group. The greater the longevity of a paramedic in our system, the fewer we need to train on an annual basis.

We propose to add this ambulance on July 1, 2026, which will ensure that we have the paramedic staffing to accommodate the addition, following the completion of our next paramedic class. Our goal is to maintain this as a revenue neutral addition to the budget. Presently, each medic unit generates slightly more revenue in transport fees, than it costs in pure personnel expense. With call volumes and transport demands increasing year over year, there will be a revenue source available to support the increased operational costs. Additionally, we have multiple calls being serviced by outside municipalities each year, and the majority of these could be captured by our additional unit, thus further increasing revenue. I appreciate the significance of this request, but hope that it may be considered on behalf of the city and in the spirit of our desire to serve our community.

I look forward to discussing further and answering any questions you may have. It is truly a privilege for all of us at the MFD to serve this City.

Sincerely,

Chris Carbon
Fire Chief

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	CARES & Community Paramedicine
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	Emergency Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

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Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

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Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	Fire & EMS Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	$ Change	Description
1220 - OTHER GRANTS	42 - INTERGOV REVENUES	21,085	EMS Funding Assistance Program (FAP) from the state has historically been around $20,000 annually but had a large increase in 2025. Annual funding is uncertain, so budget will be established via resolution when the 2026 award is known.
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	-21,085	Expenses tied to state EMS FAP funding.
1100 - GENERAL	42 - INTERGOV REVENUES	-5,682	Increased revenue by contract amount for VA hospital fire services and TRUAX EMS training services. Budgeted revenue offset by increase in uniforms supplies.
1100 - GENERAL	53 - SUPPLIES	39,610	Increase uniform supplies to align with historical actuals. Increase covered by transfer from purchased services and agency revenue.
1100 - GENERAL	54 - PURCHASED SERVICES	-33,928	Transferred budget from consulting services to uniforms supplies. Consulting services budget will cover 2026 contract amounts.
1100 - GENERAL	43 - CHARGES FOR SERVICES	-491,634	Ambulance conveyance fees for adding a 10th ambulance. Revenue is offset by adding 9 paramedic positions.
1100 - GENERAL	51 - SALARIES	491,634	Salaries and benefits for 9 new paramedic positions for a 10th ambulance. Budgeted amount is in pending personnel and is only for half a year. Each position is budgeted at Range 03, Step 3, which is the minimum step that every paramedic has started.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Adding a 10th ambulance will increase daily minimum staffing from 88 to 90. Our medic units are the busiest units in the department and are significantly under-resourced in comparison to surrounding municipalities. We average more than double the responses per medic unit of those in Middleton, Sun Prairie, and Fitch-Rona. We also cover more than double the amount of population per medic unit in those same communities. We are already a lean organization that is striving to maintain pace with growing call volumes and increasing requests for service. Our call volume has been growing by twice the rate of population growth. We have responded to an increased call volume of 6% since last year, and by 31% since 2019 (i.e., 5 years). This equates to almost 2,500 additional calls for service in the past year alone.

This is not only a request for additional service coverage but also a business case proposal. The cost to train paramedics is significant and the rate of turnover is increasing due to the significant workload and burden placed upon this group. The greater the longevity of a paramedic in our system, the fewer we need to train on an annual basis.

From a pure health, safety, and wellness perspective, it is imperative that we do our best to care for our folks and to ensure that sleep patterns, stress factors, training opportunities, and other wellness priorities are not compromised by this resource constraint. Our people are our biggest and most important asset and we are asking for the resources needed to help them to serve the city at their best.

We propose to add this ambulance on July 1, 2026, which will ensure that we have the paramedic staffing to accommodate the addition following the completion of our next paramedic class. Our goal is to maintain this as a revenue neutral addition to the budget. Presently, each medic unit generates slightly more revenue in transport fees than it costs in pure personnel expense. With call volumes and transport demands increasing year over year, there will be a revenue source available to support the increased operational costs. Additionally, we have multiple calls being serviced by outside municipalities each year and the majority of these could be captured by our additional unit, thus further increasing revenue. I appreciate the significance of this request but hope that it may be considered on behalf of the city and in the spirit of our desire to serve our community.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Adding a 10th ambulance will increase coverage and EMS response for the entire city.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☒Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Adds 9 new Firefighter-Paramedic (C013) positions in order to staff a new ambulance.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Yes, adding a 10th ambulance will ensure that the city's demand for EMS and ambulance services will be adequately supplied. Realized efficiencies or benefits will be primarily through alleviating the current pressure put on current firefighter-paramedics that are experiencing a call and response volume that exceed industry recommended standards. Furthermore, ambulance conveyance fee revenue will increase by regaining ambulance transports that have gone to other ambulance services.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Adding a 10th ambulance will increase coverage and EMS response for the entire city.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	Prevent, Inspect, & Safety
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

*If yes, you must provide the position number and briefly describe the change in the text box below.
If the request involves a new classification, attach an updated position description.*

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	Specialized Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1220 - OTHER GRANTS	42 - INTERGOV REVENUES	-160,086	State hazmat contract revenue
1220 - OTHER GRANTS	48 - OTHER FINANCE SOURCE	-45,013	Fund balance applied. Current cash balance of legacy hazmat funds is approximately $130,000
1220 - OTHER GRANTS	51 - SALARIES	107,229	Premium pay for special team members and overtime for hazmat calls.
1220 - OTHER GRANTS	52 - BENEFITS	34,800	Health insurance and payroll taxes associated with payroll allocations.
1220 - OTHER GRANTS	53 - SUPPLIES	33,000	Supplies associated with hazmat response
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	30,000	Most of this budget goes towards mandatory physicals for hazmat members.
Select	42 - INTERGOV REVENUES	Enter $.	Click or tap here to enter text.
Select	54 - PURCHASED SERVICES	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed change reflects the annual amount that Wisconsin Emergency Management contracts with MFD for regional hazmat response. The fund balance applied is a one time allocation of legacy fund balances that have to be used for hazmat response. This applied fund balance simply covers the associated costs of the contract and the hazmat team for 2026, which exceed the $160,086 distributed for the state to MFD.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes do not address specific inequities or advance other equity goals.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Office Of Independent Monitor

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	203,701	509,420	235,992	399,764	402,210	402,210
Total	**$ 203,701**	**$ 509,420**	**$ 235,992**	**$ 399,764**	**$ 402,210**	**$ 402,210**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Independent Monitor	203,701	509,420	235,992	399,764	402,210	402,210
Total	**$ 203,701**	**$ 509,420**	**$ 235,992**	**$ 399,764**	**$ 402,210**	**$ 402,210**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	148,442	268,260	161,593	263,801	262,692	262,692
Benefits	29,292	56,774	28,612	48,460	57,317	57,317
Supplies	1,209	8,000	6,116	2,000	2,000	2,000
Purchased Services	24,092	175,600	38,885	84,480	79,280	79,280
Inter Depart Charges	666	786	786	1,023	921	921
Total	**$ 203,701**	**$ 509,420**	**$ 235,992**	**$ 399,764**	**$ 402,210**	**$ 402,210**

TO: Mayor Rhodes-Conway
FROM: Robin Copley, Independent Monitor
DATE: July 18, 2025
SUBJECT: Office of the Independent Monitor Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

Operating budget requests should be informed by agency work plans and enable your agency to complete its core activities.

- What are the key goals of your agency's work plan for 2026? How does your budget request support your work plan?

The key goals of the OIM is to provide the City of Madison with an independent means of overseeing the actions of the Madison Police Department, investigating civilian complaints, reviewing police policies and procedures and their effects, evaluative reporting and auditing of MPD investigations, and responding to topics of public interest and from the Police Civilian Oversight Board. This request is for the continued budget anticipated by the City to fund the Office of the Independent Monitor at full employee capacity and workload. The funding of the Office will be needed to pay for many as-needed expenses that further the Office's goals. Examples include money for training for PCOB members, computer software, facilitation of meetings, and community events. This includes anticipated funds for providing legal counsel to complainants before the Police and Fire Commission. Further, there is the possibility that an LTE may need to be hired in the event of an extended staff absence detracting from the services provided by the Office. Finally, the OIM became fully staffed in 2025 and had previously enjoyed a budgeting cushion of the unfilled positions' unpaid salaries in last year's budget.

Since the referendum and budget cut at the end of 2024, the OIM is in need of a partial restoration of its funds to pay for its services. Namely, to provide data-based analysis through funding the Data Analyst position and to afford cloud computation, as well as community events, and NACOLE conference attendance.

- What data are you measuring to determine if your agency is meeting its goals? This can include service indicators from the Results Madison data engagement or other metrics.

The OIM is an extremely small department with limited personnel and thus, limited annual goals. At present, an annual goal of two Data-based investigation reports and a minimum of three intake investigations has been set. Currently, the first of the data-based investigation reports (a review of MPD's Body Worn Camera Pilot Program Results) is nearing completion. The last of the data needed for the report was recently located in July, completing and clarifying a series of datasets that were relied upon by Dr. Turner's analysis in the Pilot report. The analysis has been ongoing since January and identified incongruences between the Pilot report and the data obtained. A full report is expected before the end of

Q3. The second data-based investigation (a review of racial bias in traffic stops) is also making great progress. The dataset is now complete and we are working with MPD on clarifying inconsistencies in the arrest data before moving forward with the analysis. A full report is expected to be completed and presented in December. The OIM has received numerous public intakes since the start of the year. Currently, there are 6 open intakes, and three open investigations. The first two of the investigations is expected to be completed and a report will be presented to the Board before the end of Q3. One investigation is on hold until the DOJ-DCI completes its investigation. Of the remaining intakes, two are scheduled for their first meeting with the Monitor in July and one has not responded to inquiries from the OIM. This last intake will be acted upon with a policy analysis of emergency detention procedures, policies, and laws, as well as MPD's internal metrics of its interactions with the CARES team, ultimately summarized in a joint investigative and data-based analysis report. The OIM has also maintained its 2025 goal of hosting community listening sessions monthly with the exception of July's, which has been postponed to allow UNIDOS to host the event.

OIM is currently on track with its annual goals.

99.25% Budget for General, Library, and Fleet Funds (if applicable)

The 2026 budget target for General, Library, and Fleet fund agencies is 99.25% of the cost to continue projection. A budget reduction of -0.75% is built into the base budget. Agencies can meet this target through multiple strategies, such as holding positions vacant or reducing low priority spending for supplies and purchased services.

- How do you plan to manage to your budget target in 2026?

After the significant reductions in the OIM's operating budget for 2025, and with the hiring of its full-time staff, the OIM will not be able to reduce its budget any further this year. Instead, partial restorations are needed. The restorations are isolated to three areas and are in descending order of priority.

1- *The Data Analyst 2 position restored from a 0.6 LTE position to a 1.0 LTE position. Finance has estimated this restoration will cost approximately $41,000. The position needs to be a true 1.0 full-time position due to the significant amount of data analysis and coordination the position requires. This is the highest priority of the OIM's budget requests because, without a restoration of this position, the functionality and effectiveness of the OIM is severely impacted by having the Data Analyst only work approximately 26 hours a week.*

2- *A partial restoration of the program services budget. The 2024 Operating Budget allotted $37,600 in this line item. It was cut by $24,020 to a total of $13,580 in 2025 which is one third of its previous year's amount. Additionally, the "program supplies" item was cut completely from $1,700 to $0 in the 2025 operating budget. A partial restoration of this funding is needed to pay for cloud computing used in data analysis of extremely large datasets, beyond the capabilities of the City's laptops. The partial restoration is also needed to fund community events hosted by the PCOB. Currently, the Board is relying on community-based organizations in its community outreach but, with additional funding to host at least quarterly events, the PCOB's presence can*

be felt by the community and stimulate increased public engagement. The OIM is requesting an additional $20,000 for its program services line item, a total of $33,580, which is an 11% cut from the 2024 operating budget's allotment.

3- A partial restoration of the Conference and Training line item total to $4,600. The 2024 Operating Budget allotted $15,000 to allow OIM and PCOB members to attend the Annual NACOLE Conference and to pay for external training of PCOB members. The 2025 operating budget cut this down to $2,900. The cost of a single person attending the NACOLE conference is typically a little over $2,000, including hotel, travel, and registration fees. This current allotment is insufficient to pay for even just the Monitor and Chair to attend the conference, wiping all training from the Board's annual plan. Currently, the PCOB is leaning on its partner community-based organizations to fund sending their representatives to the NACOLE conference but restoration is needed so that training can be provided to PCOB members not attending the conference. The OIM is requesting a restoration of $4,600 to this line item to ensure that the Monitor and PCOB leadership can attend the NACOLE Conference while still having funds to pay for trainings. This requested restoration would represent a 50% cut from the 2024 Operating Budget's allotment of $15,000.

- *Do you have strategies to slow down growth in costs? This may include discontinuing lower priority activities, streamlining processes, coordinating with other agencies, or developing innovative approaches to service delivery*

  Aside from the above-mentioned increases to the operating budget, no additional growth in costs are expected nor have they been observed. Continued joint-operations between the OIM, PCOB, and community-based organizations is showing promise in reducing the financial cost of hosting community events. Further, trainings for the Board will be recorded for future board member orientation.

Optional Supplemental Request (if applicable)

Supplemental requests will be limited to the following circumstances: 1) funding operational expenses related to a new City facility that is not included in the base budget, or 2) funding ongoing costs associated with one-time revenue sources that will no longer be available in 2026. Agencies will need to complete a supplemental request form with a detailed justification of your proposal.

- Provide a brief summary of your supplemental request. Why is this needed in 2026?

As detailed above, the OIM is requesting partial restoration of its funding in three areas. The most important being the restoration of the Data Analyst 2 position, an increase of approximately $41,000. The next most important being the restoration of the Program Services line item, an increase of $20,000. And finally, the OIM is requesting partial restoration of its Conference and Training line item, an increase of $4,600.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	OFFICE OF INDEPENDENT MONITOR
Enter your Service:	Independent Monitor

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Police

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	86,403,470	91,033,353	92,045,070	96,131,038	97,922,587	97,922,587
Other Grants	2,948,085	2,052,772	2,649,150	2,147,484	1,003,010	2,244,930
Other Restricted	185,404	312,828	221,923	227,800	227,800	280,800
Total	**$ 89,536,959**	**$ 93,398,952**	**$ 94,916,144**	**$ 98,506,323**	**$ 99,153,397**	**$ 100,448,317**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Administrative Services				14,621,687	14,940,522	14,909,087
Community Support Services	*Service history not shown due to Results Madison service*			2,876,914	3,026,645	3,077,370
Criminal Investigative Service	*restructure. Services listed here started January 1, 2025.*			18,355,570	17,903,601	18,471,212
Patrol Ops & Traffic Services				59,461,760	60,264,638	60,659,656
Training				3,190,392	3,017,991	3,330,992
Total	**$ 89,536,959**	**$ 93,398,952**	**$ 94,916,144**	**$ 98,506,323**	**$ 99,153,397**	**$ 100,448,317**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(318,071)	(357,680)	(320,753)	(359,764)	(359,764)	(374,249)
Charges For Services	(1,081,303)	(833,350)	(1,196,727)	(925,350)	(925,350)	(925,350)
Invest Other Contrib	(27,503)	(214,252)	(55,850)	(213,701)	(213,701)	(213,700)
Misc Revenue	(9,528)	(21,700)	(9,987)	(21,700)	(21,700)	(21,700)
Other Finance Source	(31,336)	-	-	-	-	-
Transfer In	(123,814)	-	-	-	-	-
Total	**$ (1,591,555)**	**$ (1,426,982)**	**$ (1,583,317)**	**$ (1,520,515)**	**$ (1,520,515)**	**$ (1,534,999)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	58,210,386	62,530,575	61,776,732	65,428,019	66,124,762	66,629,038
Benefits	22,026,832	21,066,933	23,924,536	22,880,815	22,965,031	22,965,031
Supplies	2,023,094	1,614,991	1,427,162	1,679,650	1,470,855	1,784,795
Purchased Services	2,996,123	3,114,629	3,257,575	3,232,740	3,176,087	3,662,275
Debt Othr Financing	297,227	87,569	-	-	-	-
Inter Depart Charges	5,446,554	6,043,811	5,875,904	6,254,521	6,386,084	6,391,084
Transfer Out	128,298	367,425	237,551	551,094	551,094	551,094
Total	**$ 91,128,514**	**$ 94,825,934**	**$ 96,499,461**	**$ 100,026,838**	**$ 100,673,912**	**$ 101,983,316**

Madison Police Department

John Patterson, Acting Chief of Police
Mailing Address:
City-County Building
211 S. Carroll St.
Madison, WI 53703
Phone: (608) 266-4022 | Fax: (608) 266-4855
Public Building Entrance at 210 Martin Luther King Jr. Blvd, Madison, WI
madisonpolice.com

July 17, 2025

TO: Mayor Satya Rhodes-Conway

FROM: John Patterson, Acting Chief of Police

SUBJECT: Police Department 2026 Operating Budget Proposal

2026 Operating Proposal: Major Goals

This proposal for the Madison Police Department's (MPD) 2026 operating budget is submitted in alignment with your budget instructions and with an understanding of the broader needs and challenges faced by other agencies across the city.   During this period of leadership transition, providing the organization and the community with stability and consistency is extremely important.

Our proposed operating budget proposal maintains current staffing levels and allows for continuity in service. This request also enables MPD to remain centered around three priorities in 2026: our people, our workplace culture, and our service delivery to the community. The department's major goals are:

- Prioritize employee recruitment and retention through focused efforts on employee wellness and training, peer support, professional development, and by experimenting with part time positions.
- Enhance rank proficiency to ensure that high quality police services are accessible to all members of our community.
- Leverage data from across the organization, and deepen key external partnerships, to improve crime prevention and reduction, and community engagement efforts.
- Improve emergency preparedness and readiness at every level of the organization.
- Advance MPD's Strategic Plan and the identified pillars of Madison-centric policing, public communications, youth engagement and workplace culture.

We look forward to engaging in the City's budget process and working collaboratively to ensure that the MPD can respond to ongoing, new or changing expectations from our community.

99.25% Budget for MPD

Similar to 2024 and 2025, no single strategy will meet the 2026 reduction target; although, the adjusted reduction is welcomed and appreciated. In 2025, we held open civilian vacancies, intentionally under-hired the pre-service police academy, and delayed or cancelled supply and service purchases. In 2026, a combination of these same strategies will need to be implemented again. Also, a 4% salary savings requirement will likely require MPD to continue to go beyond saving exclusively from accrued attrition, and once again result in delayed or cancelled supply and service purchases. Importantly, the return of

0.25% in 2026 will allow us to fund existing essential service and supply increases that were not funded in the annual cost to continue exercise.

Reallocations and Other Changes

Services will not be impacted by our proposed funding changes. No personnel changes are being requested. Shifts between supplies and services object codes are cost-neutral to the department's total operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, cost-recovery operating projects and funding cost-to-continue obligations to align anticipated revenue and expenditure plans, based on recent trends, demand and inflation considerations. The largest increases - driven by increasing inflation and demand - will be in: vehicle supplies/equipment, patrol supplies, cell phones for field personnel, third-party ambulance transports, property and evidence supplies, and other likely inflationary increases throughout the year (such as software). Lastly, MPD will continue expanding the replacement of existing and/or leasing of new tasers in anticipation of migrating more devices to a broader subscription-based model. This subscription-based inventory must eventually replace MPD's current inventory, which is entirely owned by the department and will soon be unsupported. Again, none of these adjustments will cause changes to our current service levels.

Beginning at shift change in 2026, we are requesting the ability to pursue a cost-neutral, experimental, part-time officer program. Over the last several years, we have seen several officers resign their positions due to life changes (new parents, caring for loved ones, etc.) which made working full-time difficult, or impossible. We have also had veteran officers request part-time schedules as they near their final years of service before retirement. To address this retention problem, MPD proposes reducing the pre-service academy attrition formula by three (3) FTE recruits, to allow for the creation of part-time positions. Prior to the next budget process, an evaluation of the program would be shared with you, along with a recommendation of whether to continue with the program.

Conclusion

Providing both the community and the department with consistency and predictability, ensuring continued progress in public safety, and expanding how we solve problems with one another, are all critical objectives right now. The MPD has made clear improvements with our use of data and how we are allocating resources for crime reduction and prevention. We are poised to continue these improvements through enhanced communication and collaboration with key partners, like the Violence Prevention Unit, and expanding our shared use of data. We remain committed to providing all members of our community with high quality police services.

Respectfully submitted,

John Patterson
Acting Chief of Police

CC: Assistant Chief Paige Valenta
        MPD Finance Manager Teague Mawer

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Administrative Services

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

Administrative Services encompasses the broad range of support activities that enable the police department to function efficiently. These services include managing records, data entry and analysis, property and evidence storage, payroll, and guidance on policies and personnel matters, as well as direct services to the public.

The goal is to deliver these services with professionalism, thoroughness, and efficiency, and to foster trust and confidence among both department personnel and the community.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

- **Records & Public Records:** Manage police records and respond to records requests.
- **Technology:** Oversee the maintenance, support, and operational readiness of policing-related systems and applications.
- **Property:** Ensure the secure, accurate, and efficient storage of police evidence and property for both internal and external stakeholders.
- **Data and Crime Analysis:** Analytical support for crime reduction and community engagement strategies, including Evidence-Based Policing, Problem-Oriented Policing, Stratified Policing, and Community-Oriented Policing.
- **Executive Administration:** Responsible for the strategic direction and mission of MPD operations.
- **Court Services:** Facilitate the processing of municipal court cases (e.g., traffic, parking, and municipal citations) in an orderly fashion.
- **Professional Standards & Internal Affairs:** Conduct objective, thorough, and ethical investigations into complaints related to employee conduct, policies, or procedures.

- **Finance & Human Resources:** Process and configure payroll, purchasing, grants, budgeting, accounting, and all human resources-related services.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	42 - INTERGOV REVENUES	-$14,484	Cost-neutral adjustment to anticipated revenue in operating projects (RMS Consortium).
1100 - GENERAL	51 - SALARIES	-$41,889	Technical adjustment of reallocating restored 0.25% budget efficiency from #51510 to appropriate object codes.
1100 - GENERAL	53 - SUPPLIES	$15,395	Internal reallocations primarily reducing office supplies, copying, hardware, and equipment and increasing postage and work supplies for property/evidence and other areas.
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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and operating projects (RMS Consortium) to align with anticipated revenue and expenditure plans, based on recent trends, demand and inflation considerations. None of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

These shifts are unrelated to equity action plans.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Community Support Services
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: Community Support Services focuses on building community-police relationships in order to deliver specialized support resources in the areas of mental health response, neighborhood engagement, youth services, trust-building initiatives. The goal is to foster resilient relationships within the community that serve to improve the overall quality of police service.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: **Community Policing Teams:** Partner with community members to address local concerns, improve service accessibility, and engage in problem-solving initiatives. **Neighborhood Officers:** Work directly within assigned neighborhoods to foster long-term, positive change and community well-being. **Neighborhood Resource Officers:** Provide broader neighborhood support across multiple areas, emphasizing community collaboration and engagement. **Mental Health Services:** Collaborate with partner agencies to provide improved outcomes for individuals affected by mental illness or in crisis, aiming to divert them from the criminal justice system and toward supportive care. **Emergency Preparedness:** Manage MPD's planning and response efforts related to emergencies and disasters. **Community Outreach, Research & Education (CORE):** Promote procedural justice and reduce racial disparities through education, outreach, and collaborative problem-solving.	

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information

Select your Agency:	POLICE
Enter your Service:	Criminal Investigative Services

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

Criminal Investigative Services applies a broad range of professional investigative and analytical skills to investigate and solve crimes.

The goal is to reduce victimization and promote public safety by identifying offenders and supporting victims as they engage with the criminal justice system.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

- **Detectives:** Investigate a broad range of offenses, including violent crimes, burglaries, sensitive crimes, and crimes involving children.
- **Dane County Narcotics Task Force:** A multi-jurisdictional team that targets illegal drug activity within the region.
- **Forensics:** Utilize scientific techniques to collect, analyze, and interpret evidence in support of criminal investigations.
- **Pawn Tracking:** Monitor transactions to support theft and property crime investigations.
- **Criminal Intelligence:** Provide department-wide investigative analysis and intelligence.
- **Gang Neighborhood Crime Abatement Team (GNCAT):** Focus on gang activity and crime trends through strategic enforcement and community-based policing.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-$46,818	Technical adjustment of reallocating restored 0.25% budget efficiency from #51510 to appropriate object codes.
1100 - GENERAL	54 - PURCHASED SERVICES	$70,579	Reallocation to appropriate object codes primarily for cost-to-continue investigative software adjustments.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and funding cost-to-continue obligations to align with anticipated revenue and expenditure plans, based on recent trends, demand and inflation considerations. None of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request? These shifts are unrelated to equity action plans.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.
 	
   • If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
   • If the change involves a new classification, agencies must attach a position description.
 	
If you are not submitting personnel changes, skip this section.

Allocation Changes: Does your proposal change the position allocations of existing positions? ☒No – No allocation changes ☐Yes – Includes proposed allocation changes *If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.*
Reclassifications: Does your proposal reclassify existing positions? ☒No – No reclassifications ☐Yes – Includes proposed reclassifications *If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.* Click or tap here to enter text.
# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs. Does your proposal change the total number of FTE positions for an existing classification? ☒No – No change to # of FTEs ☐Yes – Includes proposed change to # of FTEs *Provide the position classification and briefly describe the change:* Click or tap here to enter text.
Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Patrol Operations and Traffic Services (previously listed as "Ops")
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: Patrol Operations and Traffic Services is responsible for providing the first police response to public safety concerns. The goal is to enhance public safety by utilizing proactive crime reduction strategies coupled with an effective response to emergencies. For the budget highlights section: • In collaboration with HR and the MPPOA, MPD requests the ability to pursue a cost-neutral part-time officer experimental program beginning with 2026 shift change. While the MPD would be authorized for 6 PTE officers beyond their current authorized strength for this purpose, MPD would self-fund this program by reducing the number of FTE recruits in its pre-service Academy through its attrition formula.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: • **Patrol Services:** Respond to emergency calls, engage in problem-solving, and perform community policing duties. • **Traffic Enforcement:** Promote road safety through education and enforcement targeting dangerous driving behaviors. • **Mounted Patrol:** Serve as community ambassadors while deterring crime through high-visibility patrols on horseback.	

- **Canine Unit:** Deploy dual-purpose dogs for narcotics detection, evidence recovery, suspect tracking, and public outreach.
- **SWAT:** Manage high-risk situations through tactical operations, specialized equipment, and negotiation.
- **Special Events Team:** Coordinate police services for planned and spontaneous events requiring additional support beyond routine patrol capacity.
- **Honor Guard:** Represent MPD at funerals, official ceremonies, and other special occasions.
- **Unmanned Aircraft Systems (UAS):** Provide aerial support for locating missing persons, monitoring suspects, and enhancing situational awareness.
- **Dignitary Protection:** Ensure the safety of visiting officials and dignitaries during their stay in Madison.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-$142,905	Technical adjustment of reallocating restored 0.25% budget efficiency from #51510 to appropriate object codes.
1100 - GENERAL	53 - SUPPLIES	$62,000	Reallocation to help address demand and inflationary increases for patrol supplies, gas and vehicle equipment.
1100 - GENERAL	54 - PURCHASED SERVICES	$37,080	Reallocation primarily to increase funding for third-party contracted ambulance transports.

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Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and funding cost-to-continue obligations to align with anticipated revenue and expenditure plans, based on recent trends, demand and inflation considerations. Increased support for third-party transports and vehicle supplies will enhance MPD's ability to serve the community at current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

These shifts are unrelated to equity action plans.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The allocation change is a technical change due to the updated Results Madison service structure.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Training

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

The Training Team ensures that all department personnel receive comprehensive, progressive, and community centered law enforcement training. Additionally, they recruit a diverse officer pool, develop leadership skills at all levels, and maintain the MPD Forward Policing Training Center.

The goal is to support the department's commitment to continuous improvement, innovation, and equity through education, leadership development, and skills training in topics such as de-escalation, problem solving, and trust-based policing.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

- **Pre-Service Academy:** Prepare newly recruited officers for independent patrol work through rigorous classroom and practical instruction.
- **Mentoring & Instruction:** Pair new officers with experienced mentors while delivering ongoing instruction in essential policing topics.
- **Recruitment:** Identify and attract qualified and diverse candidates for officer positions.
- **Departmental In-Services:** Provide continuous professional development and ensure compliance with state certification requirements.
- **Specialized Training:** Facilitate advanced training opportunities through external programs to maintain expertise across key areas of law enforcement.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	$38,448	Reallocation to appropriate object codes for cost-to-continue contractual increases for tasers and range cleaning/maintenance.
1100 - GENERAL	53 - SUPPLIES	$25,000	Reallocation to appropriate object codes for repaired/replaced tasers in anticipation of broader migration of departmental devices to subscription model.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and funding cost-to-continue obligations to align with anticipated revenue and expenditure plans, based on recent trends, demand and inflation considerations. There are no service impacts associated with funding the range cleaning contract or replacing existing and/or leasing new tasers in anticipation of migrating more devices to a broader

subscription-based model. None of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Public Health Madison Dane

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Public Health Madison Dane	34,989,427	34,938,681	34,749,510	34,745,922	33,992,101	34,428,172
Permanent	75,575	-	64,004	-	-	-
Total	**$ 35,065,002**	**$ 34,938,681**	**$ 34,813,513**	**$ 34,745,922**	**$ 33,992,101**	**$ 34,428,172**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Administration				9,024,951	8,853,107	10,217,397
Animal Services				1,456,687	1,332,347	1,327,196
Disease Control and Prevention				6,748,758	6,750,966	7,881,962
Emergency Response Planning	*Service history not shown due to Results Madison service*			1,768,964	1,838,964	299,867
Environmental Protection	*restructure. Services listed here started January 1, 2025.*			1,163,417	1,138,584	720,828
Healthy Beginnings				5,969,072	5,932,658	6,670,224
Licensing Regulation & Enforce				4,382,029	4,390,196	4,006,480
Policy Planning and Eval				672,471	697,638	-
Population Health Strategies				3,559,573	3,057,641	3,304,219
Total	**$ 35,065,002**	**$ 34,938,681**	**$ 34,813,513**	**$ 34,745,922**	**$ 33,992,101**	**$ 34,428,172**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(20,704,815)	(18,269,381)	(20,289,892)	(17,646,338)	(16,901,979)	(16,713,624)
Charges For Services	(798,923)	(1,084,379)	(472,369)	(1,118,009)	(1,118,009)	(1,024,109)
Licenses And Permits	(3,031,524)	(3,244,529)	(3,292,039)	(3,695,794)	(3,695,794)	(3,695,794)
Invest Other Contrib	(422,090)	(289,000)	(407,892)	(289,000)	(289,000)	(236,258)
Misc Revenue	(10,857)	(12,500)	(14,467)	(14,000)	(14,000)	(14,000)
Other Finance Source	349,085	(1,238,980)	(19,961)	(1,188,258)	(1,247,080)	(2,018,148)
Transfer In	(10,445,877)	(10,799,912)	(10,316,892)	(10,794,523)	(10,726,239)	(10,726,239)
Total	**$ (35,065,002)**	**$ (34,938,681)**	**$ (34,813,513)**	**$ (34,745,922)**	**$ (33,992,101)**	**$ (34,428,172)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	18,297,507	20,405,692	19,878,152	20,607,693	19,380,640	19,535,564
Benefits	7,328,465	8,325,230	8,096,298	8,821,994	9,618,779	9,621,021
Supplies	762,744	1,383,389	1,334,186	1,075,687	1,147,837	1,259,124
Purchased Services	3,507,516	4,310,837	4,676,101	3,835,279	3,399,723	3,567,341
Debt Othr Financing	4,981,606	283,202	715,658	274,478	274,478	274,478
Inter Depart Charges	120,497	120,331	113,118	130,791	170,644	170,644
Transfer Out	66,667	110,000	-	-	-	-
Total	**$ 35,065,002**	**$ 34,938,681**	**$ 34,813,513**	**$ 34,745,922**	**$ 33,992,101**	**$ 34,428,172**

2026 Operating Budget Transmittal Memo

Public Health
MADISON & DANE COUNTY
Healthy people. Healthy places.

TO:	Mayor Satya Rhodes-Conway; County Executive Melissa Agard
FROM:	Janel Heinrich, Executive Director/Health Officer
DATE:	July 18, 2026
SUBJECT:	Public Health Madison & Dane County 2026 Operating Budget Transmittal Memo
CC:	Deputy Mayors; City & County Finance Directors, Budget Manager, County Executive Assistants

Aligned with the mission and values of the City of Madison, the vision of Public Health is *'Healthy People. Healthy Places.'* and our mission is *'*Working with the community to enhance, protect, and promote the health of the environment and the well-being of all people'.

Public Health is comprised of 8 major services representing more than 40 programs, initiatives and areas of public health practice. These services include Administration, Animal Services, Disease Control & Prevention, Emergency Response Planning, Environmental Protection, Healthy Beginnings, Licensing, Regulations, and Enforcement, and Community Initiatives. Due to an internal reorganization that did not impact service delivery we eliminated the Policy, Planning & Evaluation service and renamed the Population Health Strategies to Community Initiatives.

Goals of these services are to:
- Support people with limited healthcare access
- Empower families and help babies thrive
- Ensure a healthy environment and
- Strengthen healthy communities for all.

Data we use to drive our actions and measure progress range from rates of overdose, low birth weight and prevention of onward communicable disease transmission to decreasing rates of injury from firearm violence, and rates of vaccine coverage, amongst others.

Most of our services are mandated within state statutes, in City of Madison or Dane County Ordinance and/or the result of contracts or policy decisions made by our legislative bodies.

The 2026 Public Health budget of $34M reflects equalized value contributions from the City (43.35% = $10.7M); the County (56.65% = $12.9M):

Revenue Source	Amount
Dane County	12,962,960
City of Madison	10,726,239
Fees, Licenses, & Services	4,759,403
Contracts & Grants	3,961,422
Fund Balance	2,018,148
Total	**$34,428,172**

Our budget can be further broken down as follows:

- **84.7%** Personnel costs
- **10.4 %** Services (contracts)
- **3.6%** Supplies
- **1.3%** Other (Principal & Interest, Interdepartmental charges, overhead)

As a joint agency of the City and County, Public Health is a unique unit of local government, working to align our policies and practices according to the demands and expectations of two different units of government. Often this is done internally without much challenge. It becomes more challenging in years in which the financial situations and budget goals may differ between the units of government. For 2026, Public Health, alongside all County departments, was given the difficult directive of identifying ways to reduce expenses by 4% of County levy contribution – the equivalent of $537,000 – while endeavoring to minimize the impact on those with the least resources, maintain services, and not eliminate positions. Under the best of times, this is challenging for our agency as the role of public health is to provide a safety net to the most vulnerable in our community— whether that is by providing direct services to individuals, protecting the health of the population to care for those most at risk of poor outcomes, or working in partnership with stakeholders to leverage our resources for program and system changes to improve health outcomes. In the last year this has become even more challenging as we do not yet know the impact of federal policy decisions on resources for public health.

For 2026 we are proposing the following changes:

Licensed Establishment Program Increase in Renewal Fees. Public Health, as an agent for the state of WI, licenses and inspects retail food establishments, public swimming pools, lodging facilities, manufactured home communities, tattoo and body art, recreational and educational camps and campgrounds to prevent illness and ensure safety. This program is entirely fee supported.

Currently we have about 4,400 active licenses with a ~ 3% rate of increase annually. To continue to provide high quality, customer-focused services, we determined we would have to increase fees by 17% in 2026 to get us through 2026, 2027 and 2028. The 17% Increase in renewal fees is projected to increase revenue by *approximately $415,425 ANNUALLY* (based on the licenses that are in business at the time of renewals) and will cover cost of living adjustments, step and benefit increases, promotions, and miscellaneous program supplies. For historical context, the last renewal fee increase of 20% was implemented in 2023 to cover increasing program cost though 2023, 2024, and 2025. Due to the rate of increase annually in this entirely fee supported program, it is projected that renewal fees will need to be increased every 3 years at a rate of 15-20%.

The majority of our licenses fall into the category of retail food for which you can find the proposed increases here:

Retail Serving Meals Moderate - Annual Gross Sales	PHMDC Renewal Fees	
	Current	**Proposed**
$0 - $10,000*	$228	$267
$10,001 - $100,000	$505	$591
$100,001 - $250,000	$649	$760
$250,001 - $500,000	$908	$1,063
$500,001 - $1,000,000	$932	$1,091
$1,000,001 - $5,000,000	$1,122	$1,313
Greater than $5,000,000	$1,246	$1,457

4% County Reduction Proposal

Similar to last year when the City requested departments to submit 5% reduction budgets, this year, the County Executive directed departments to prepare budgets reflecting a 4% reduction. To achieve this, we are presenting the following initiatives or contracts that are solely County-funded for elimination consideration to meet the 4% reduction, as allowed for in the Intragovernmental Agreement (IGA) that created Public Health Madison & Dane County. The reduction target is $537,000 (4% of the 2025 County levy contribution).

The County priorities for recommended for elimination include the following contracts or initiatives in the sum of $175,000 and are itemized as follows:

Wellness Initiatives ($7,000)- Last year we eliminated the City match to this line item. We propose eliminating the remaining $7,000 of funding from Dane County that supported the Healthy Communities Fund—a mini-grant program that offers flexible funds to Dane County organizations focused on improving health outcomes across a variety of topics.

Tenant Advocacy ($68,000)- In 2024 the County added funding to the Public Health budget to put out for contract to increase access to housing / tenant rights.

PFAs Testing ($100,000)- In 2023 a former County Executive initiative added $100,000 to our budget annually to support Dane County residents with access to PFAs testing. This program has been significantly underutilized and is redundant to other testing services available for Dane County residents). We propose eliminating this funding stream but will continue to support Dane County community members with health education about PFAs—where it is found, translating risk based on test results presented to us, and connecting people to relevant resources.

Additionally, we identified $362,000 in program savings across the department by reducing LTE hourly wages, shifting program supplies to grants and reducing spending on items like conferences, training and travel.

I appreciate your consideration of our 2026 Operating Budget proposal and look forward to continued discussion over the coming months.

Regards,

Janel Heinrich, MPH, MA
Executive Director/Health Officer
Public Health Madison & Dane County

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Adminstration

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒ No – No change to description
☐ Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Budget and Finance: Manage all budgeting and accounting functions including development and monitoring of budgets, purchasing, payroll, billing, and contract monitoring.
• Administrative and Facilities Support: Manage operations, administrative support, and overhead expenses for all office locations.
• Communications: Develop and implement internal and external communications.
• Strategic Operations: Lead strategic planning, quality improvement, evaluation, and performance management activities to ensure statutory requirements are met and operations are efficient.
• Epidemiology and Data Science: Collect, analyze, and translate health-related data to assess community health status, track trends, prevent diseases, and inform policies and programs to improve health.
• Workforce Development: Manage all human resources and workforce development functions, including the hiring process, orientation, onboarding, professional development, and employee evaluation processes.
• Policy/Health Equity: Supports policy analysis, advocacy tools, and development of programs that operate with health and racial equity as guiding principle to support equitable health outcomes.
• Language Access: Develop policies and lead processes to provide access to Public Health services for people whose primary language is other than English.

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	$409,253	Decrease in County levy support per shared budget directive.
6100 - PUBLIC HEALTH MADISON DANE	48 - OTHER FINANCE SOURCE	$(1,268,051)	Fund balance application per city/county agreement
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$809,794	Increase in salary expenses. Some positions previously included in other service areas are now in this area.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$428,913	Increase in benefit expenses. Some positions previously included in other service areas are now in this area.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$75,156	Increase in supplies, specifically printing, postage, and hardware

6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$50,427	Increase in purchased services, mainly phone and custodial costs.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Due to internal reorganization, policy and evaluation functions have moved into this service area and we have discontinued the Policy Planning and Evaluation service area.

In addition, positions originally funded with grant/COVID dollars were organized in the Emergency Response Planning service area. As some positions continue we are now embedding in service areas they organizationally support.

Otherwise the budget maintains current activity levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A
Changes are due to reallocations of salaries and overhead expenses from other service areas but do not change services or activity levels. Service Areas remain in alignment with Results Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Animal Services

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

This service is responsible for enforcing animal-related laws and educating the public about responsible animal ownership. The goals of the service are immediate follow-up on all reported bites, mitigation and prevention of dangerous animal issues, and prevention of animal neglect and cruelty.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Domestic Animal Bite Investigation and Quarantine: Respond to reports of bites to people or other domestic animals to ensure proper rabies vaccination, quarantine, in home observation, and enforcement of laws related to controlling animal behavior and licensing.
• Stray animal response: Enforce regulations on licensing and containing domestic animals as appropriate.
• Wild Animal Bites and Rabies Exposure: Respond to calls related to bites or potential exposure to potentially rabid wild animals. Advise victims and medical providers on rabies risk. Facilitate testing of wild animals for rabies.
• Animal Welfare Complaints: Respond to complaints of mistreatment of domestic and wild animals. Response includes investigation, education of persons involved and enforcement of local and state laws as appropriate.
• Dangerous Animals: Act to eliminate the threat to public health and safety from dangerous animals by investigating potential dangerous animals and ordering restrictions or euthanasia of the animal as appropriate.

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
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- Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$23,722	Increase in salaries expense.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$(22,096)	Decrease in benefits expense.
Select	53 - SUPPLIES	$	Click or tap here to enter text.
Select	54 - PURCHASED SERVICES	$	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Budget maintains current activity levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A
Budget maintains current activity levels.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	DISEASE CONTROL AND PREVENTION

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	43 - CHARGES FOR SERVICES	$31,000	No longer able to be reimbursed for HIV tests.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$816,614	Increase in salary expenses. Some positions previously included in the Emergency Response Planning service area now in this area. Hourly wages increase.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$320,220	Increase in benefit expenses. Some positions previously included in the Emergency Response Planning service area now in this area. Hourly wages increase.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$69,322	Increase in medical and program supply costs.
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$(75,160)	Decrease in purchased service costs.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Budget maintains current activity levels. Hourly wage increase supports contact tracing to prevent the spread of disease in outbreak situations.

Positions originally funded with grant/COVID dollars were organized in the Emergency Response Planning service area. As some positions continue we are now embedding in service areas they organizationally support.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A
Changes do not change services or activity levels. Service Area remains in alignment with Results Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	EMERGENCY RESPONSE PLANNING

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐No – No change to description
☒Yes – Description needs to be updated

If yes, enter updated Service Description here:

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.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	48 - OTHER FINANCE SOURCE	$496,982	Fund balance being applied to a different service area.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$(927,520)	Positions originally funded with grant/COVID dollars were organized in this service area. As some positions continue we are now embedding in service areas they organizationally support since the grant has ended. (Administration & Disease Control).
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$(437,794)	Positions originally funded with grant/COVID dollars were organized in this service area, as some positions continue we are now embedding in service areas they organizationally support since the grant has ended. (Administration & Disease Control).
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$(68,229)	Decrease in supplies due to grant ending
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$(105,553)	Decrease in purchased services due to grant ending
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Positions originally funded with grant/COVID dollars were organized in this service area, as some positions continue we are now embedding in service areas they organizationally support since the grant has ended. (Administration & Disease Control). In addition, with the last WI Department of Heath Services COVID supplemental grant ending in 2025 two project funded positions were

eliminated in 2025. This grant ending also accounts for the reduction in supplies and purchased services. Vaccine administration and contact tracing will continue under the Disease Control and Prevention service area.

Remaining funding in this service area comes from WI Department of Health Services Public Health Emergency Preparedness grant. There are no scope changes within this grant.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A
Changes do not change services or activity levels. Service Area remains in alignment with Results Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	ENVIRONMENTAL PROTECTION

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

This service protects environmental health by identifying, preventing and mitigating environmental health hazards within our community. The goals of the service are to reduce human exposure to environmental risks and support healthier environments through: (1) outreach and education; (2) monitoring and surveillance; (3) inspections and investigations; and (4) regulation and enforcement.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

- Environmental Nuisance and Hazardous Materials Investigation: Investigate childhood lead poisoning, household hygiene, mold, air quality Legionella, etc.
- PFAS Education and Outreach: Engage and inform communities about PFAS contamination, health risks, fish advisories, and steps to reduce exposure through targeted outreach and collaborative partnerships.
- Mosquito Monitoring and Surveillance: Testing water sources for mosquito larvae, monitoring and controlling the mosquito larvae that are carriers for West Nile Virus, tracking trends in West Nile Virus and providing prevention education.
- Tick Monitoring and Surveillance: Perform checks in wooded areas to monitor for Lyme disease. Alert health providers and the public of areas where we are tracking illnesses from ticks and provide prevention education.
- Rat Investigation: Investigate rat complaints and write orders to eliminate rat harborage.
- Water Sampling: Perform regular sampling of lakes, outfalls, and beaches to monitor water quality to protect swimmers and other recreational water users. Alert the public of beach closures due to high levels of *E. coli* bacteria or blue-green algae. Share lake and outfall test results with partners for evaluating the impact of road salt usage on waterways.
- Illicit Discharge Detection and Elimination Program: Monitor Lake and outfalls, respond to complaints of illicit discharges into stormwater systems, identify source and write orders for the elimination of illicit discharges.

•	Hazardous Spills/Application Follow up: Respond to complaints of hazardous spills, PAH applications, and sales/use of phosphorus containing materials, ensuring compliance with regulations.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	43 - CHARGES FOR SERVICES	$62,900	Less revenue in large part due to discontinuation of private well water testing in 2025.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$(214,084)	Savings realized from elimination of two positions in 2025 due to discontinuation of private well water testing.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$(101,044)	Savings realized from elimination of two positions in 2025 due to discontinuation of private well water testing.

6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$(62,857)	Decrease in purchased services in large part due to discontinuation of private well water testing services in 2025.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$(39,771)	Decrease in supplies in large part due to discontinuation of private well water testing services in 2025.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The 2026 budget realizes savings from the discontinuation of private well water testing services occurring in 2025. Public has provided well water testing to Dane County residents for many years. Annually, we serve ~300 unique customers, which represents ~1% of the estimated 27,000 private wells in Dane County.

Remaining budget maintains current activity levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Public Health infrastructure is small, and accessibility is low—samples are only accepted Monday-Wednesday 8am-1pm (15 hours/week). The same services are provided by the Wisconsin State Laboratory of Hygiene, also located in Madison. The State Lab accepts samples Monday-Friday 7:45am-4:30pm (43 hours a week) and via shipping. Public Health staff will still continue to support resident linkage to the Wisconsin Well Testing Accessibility Program – a free program for folks in financial need that provides well water testing if a pregnant person or baby under 6 months lives in the home. We will also continue partnership with the State Lab that links Public Health to customers that have received concerning test results to support interpretation/education of those results and discuss next steps.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Healthy Beginnings
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	$(85,550)	Increase in grant funding.
6100 - PUBLIC HEALTH MADISON DANE	46 - INVEST OTHER CONTRIB	$52,742	Change in Magic Pebble grant budget practice. Budgeting only 2026 projected expenses.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$537,624	Increase in salaries due to additional grant funded positions.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$205,454	Increase in benefits due to additional grant funded positions.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$77,740	Increase in grant funded program supplies.
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$(83,252)	Decrease in contract expenses.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Includes a Nurse-Family Partnership Incentive Fund grant funding a 1.0 FTE Public Health Nurse position and a 1.0 FTE Nurse Family Partnership Coordinator position to support an increase client caseload.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Nurse Familiy Parnership is a national, evidence based, nurse delivered home visiting program supporting healthy pregnancies, healthy births, and life outcomes for familieis impacted by economic and social inequality and adversity in their communities.

With this additional funding the program we will be able to enroll clients earlier in their pregnancy and support improving health outcomes for 25 additional families throughout the pregnancy and until the child is 2 years old. The program currently has a large waitlist.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	LICENSING REGULATION & ENFORCE

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$(223,738)	Decrease in salaries due to some staff salaries being reassigned to more appropriate service areas.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$(132,082)	Decrease in benefits due to some staff salaries being reassigned to more appropriate service areas.
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$(28,700)	Decrease in purchased services due to reallocation of some costs to Administration service area.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Planned 17% increase in licensed establishment renewal fees to be introduced in 2026. Projected to increase revenue by approximately $415,425 annually based on the licenses that are in business at the time of renewals to maintain service level of the fee-funded licensed establishment program. Last renewal fee increase was in 2023.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Service levels remain steady. The proposed increase in renewal fees that will come forward is to support the licensed establishment fee funded program's staffing and operating costs. Proposed licensing fee increase will continue to take into effect things like gross income, business size, and complexity of license to support an equitable approach to applying fees.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	POPULATION HEALTH STRATEGIES

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to activities
☐Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

Click or tap here to enter text.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	$(126,656)	Increase in grant funding.
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	$(226,456)	Decrease in salaries due to internal reorganization.
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	$(80,648)	Decrease in benefits due to internal reorganization.
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	$13,692	Increase in program supplies
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	$539,990	Addition of $210,000 for community based contracts for violence prevention not previously included in this service. Addition of access to care budget contracts that were previously included in another service area.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Budget maintains current activity levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A
Changes are due to reallocations to other service areas but do not change services or activity levels.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Engineering

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	5,412,668	5,926,844	5,782,454	6,061,661	6,441,045	6,337,810
Other Restricted	6678.78	-	-	-	-	-
Total	**$ 5,419,347**	**$ 5,926,844**	**$ 5,782,454**	**$ 6,061,661**	**$ 6,441,045**	**$ 6,337,810**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Engineering And Administration				3,735,731	4,172,812	3,990,421
Facilities Management	*Service history not shown due to Results Madison*			694,762	716,976	712,334
Facilities Operations & Mainte	*service restructure. Services listed here started January*			488,749	624,332	540,760
Private Development	*1, 2025.*			1,142,419	926,925	1,094,295
Total	$ 5,419,347	$ 5,926,844	$ 5,782,454	$ 6,061,661	$ 6,441,045	$ 6,337,810

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(101,414)	(52,500)	(104,807)	(58,000)	(58,000)	(103,000)
Misc Revenue	(204,125)	(210,000)	(206,374)	(210,000)	(210,000)	(210,000)
Other Finance Source	(267,075)	-	(4,465)	-	-	-
Transfer In	(2,224)	-	(1,295)	-	-	-
Total	**(574,838)**	**(262,500)**	**(316,941)**	**(268,000)**	**(268,000)**	**$ (313,000)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	4,358,754	4,818,208	4,679,492	4,991,828	5,353,342	5,134,040
Benefits	1,491,257	1,576,562	1,599,498	1,766,689	1,693,726	1,771,412
Supplies	587,372	273,570	377,070	308,680	309,930	379,980
Purchased Services	645,175	847,262	776,549	856,427	896,427	905,328
Debt Othr Financing	266,919	-	-	-	-	-
Inter Depart Charges	533,028	603,688	587,197	588,998	593,202	597,632
Inter Depart Billing	(1,894,999)	(1,929,945)	(1,920,410)	(2,182,961)	(2,137,582)	(2,137,582)
Transfer Out	6,679	-	-	-	-	-
Total	**5,994,185**	**6,189,344**	**6,099,395**	**6,329,661**	**6,709,045**	**$ 6,650,810**

Department of Public Works
Engineering Division
James M. Wolfe, P.E., City Engineer

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Assistant City Engineer
Bryan Cooper, AIA
Gregory T. Fries, P.E.
Chris Petykowski, P.E.

Deputy Division Manager
Kathleen M. Cryan

Principal Architect
Amy Loewenstein Scanlon, AIA

Principal Engineer 2
Janet Schmidt, P.E.

Principal Engineer 1
Kyle Frank, P.E.
Mark D. Moder, P.E.
Fadi El Musa Gonzalez, P.E.
Andrew J. Zwieg, P.E.

Financial Manager
Steven B. Danner-Rivers

TO: Mayor Rhodes-Conway
FROM: Jim Wolfe, City Engineering
DATE: July 18, 2025
SUBJECT: Engineering Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The General Fund portion of the Engineering Division's budget covers the Engineering & Admin service (core activities primarily being transportation programming, design and construction, environmental services not related to landfills, land mapping and management, and Engineering technology & GIS), the Private Development contract administration and design service, Facilities Management service (primarily programming and design for City facilities), and the Facilities Operations and Maintenance service.

Our Engineering & Admin service goals are:
- Work in coordination with other City agencies to design and construct an equitable and sustainable transportation system that provides integrated, safe options for pedestrians, bicyclists, transit, and motorists.
- Reduce our impact on climate change.
- Engage and involve the community in the project design process.
- Use an equity lens to identify and prioritize projects that incorporate safety and efficiently use public funds to address multiple infrastructure needs within projects (e.g. sewer, stormwater, water, private utilities, etc.).
- Protect taxpayers' investment in infrastructure by maximizing its useful life.
- Maintain accurate records for use by other City agencies and residents

The goals of our Facilities Management and Operations & Maintenance services are:
- Provide a safe and healthy work environment.
- Engage building occupants and users in design process.
- Protect taxpayers' investment in public buildings by maximizing each building's useful life.
- Reduce energy consumption and increase on-site generation of renewable energy.
- Help meet the City's goal of 100% renewable energy by 2030.

The goals of our Private Development service are:
- Ensure all relevant private development projects comply with City Ordinances, including entering into Developer Agreement contracts
- Ensure public infrastructure constructed to serve those developments meet City design and construction standards
- Efficiently and transparently work to obtain necessary City approvals for agreements and infrastructure plans
- Maintain accurate records for land and new infrastructure completed in association with developments

Our proposed Operating Budget would support our 2026 work plan, which involves work on a number of significant Capital projects and major initiatives. Within our Transportation design section, this includes continued work on the John Nolen Drive reconstruction, construction of the extension of High Point Rd., reconstruction of Mineral Point Road from the Beltline to High Point Rd., and final design of reconstruction of Regent St., along with several other transportation projects within our Reconstruction Streets and Pavement Management programs. We continue a focus on improvements to bicycle and pedestrian facilities and safety with several federally funded projects within our Bicycle and Pedestrian Capital Budget and consistent efforts to provide quality pedestrian access throughout the City. We also will partner with our colleagues in the Department of Transportation to continue work on Bus Rapid Transit, the Safe Streets Madison program, among other projects and initiatives. With the City's development of our Complete Green Streets design guide, each of our transportation related projects now comes with even greater focus on providing safe and well-connected active transportation options to help reduce our dependence on motor vehicles.

Within our Facilities section, this operating budget will help support completion of construction on a number of valuable projects in the City, including the City's Imagination Center and Bartillon Men's Shelter, proceeding with design on a new west side Public Works Facility and a new South District Police Station and Evidence Storage Facility, along with scheduled improvements of various Police, Fire, and Public Works facilities, and the Long Range Facilities Plan. Our proposed Operating Budget also aims to help meet the City's ambitious goal of 100% renewable energy and net zero carbon emissions for city operations by 2030. Engineering's GreenPower program will continue to expand the amount of solar on City facilities in 2026, and our Facilities Maintenance group helps to improve the energy efficiency of City facilities and also support the expansion of the City's electric vehicle fleet by installing electric vehicle charging infrastructure, and providing preventative maintenance services a number of critical building components throughout the City to ensure these continue to work properly.

As the City continues to grow, the proposed Operating Budget supports Engineering's Private Development service as we work to ensure compliance with City ordinances and that the public infrastructure installed with these developments is meeting standards. To date in 2025, this group has already negotiated 62 Developer Agreements, and this work is anticipated to continue well into the future with the expected population growth within the City. In 2025, we began work to expand the use of Autodesk Construction Cloud (ACC), a unified digital platform, to private development design and construction. With this 2026 Operating Budget, we plan to finalize this work and fully integrate our entire private development project processes in ACC to improve efficiency and transparency.

Engineering continues to expand our use of GIS and data as we work to refine our project selection criteria, which includes a holistic view of public infrastructure needs within the public right-of-way. This includes data such as pavement condition, transportation safety, and condition and capacity of underground utilities. In 2025, Engineering continued expanding the use ACC in our public works construction processes to include both front-end and contract finalization processes as well as tracking field construction activities. We also expanded use of ACC to other agencies who manage public works contracts. ACC has allowed to eliminate redundant efforts, automate tedious tasks, and streamline processes. With our 2026 Operating Budget, we plan to continue to improve processes and integrate our public works design process within ACC.

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

99.25% Budget for General, Library, and Fleet Funds (if applicable)
Engineering will be utilizing salary savings to manage to the 99.25% budget target. The continued implementation of ACC is expected to streamline our contract administration processes and eliminate redundant efforts. Once fully implemented, this should enable current inspection staff to spend more time in the field inspecting construction activities and communicating with residents, instead of doing paperwork. It will also assist Project Managers and Administrative staff to process contract documents, payments and change orders more efficiently. As we expand ACC to our Private Development service, we're beginning to find

additional innovative ways to improve coordination through those processes and improve workflows to ensure clearer communication with development teams, more efficient transfers of documents and data, and to ensure revenues associated with this service sufficiently account for all work performed. Ultimately, fully implementing ACC should eliminate redundant, tedious administrative tasks through automation, and minimize manual documentation of records, improving accuracy, and help improve collaboration amongst office and field staff, as well as any project partners beyond City staff. Through these efficiency gains, we anticipate being able to slow growth in staffing costs, while being able to maintain service levels. We will also continue to work with the Public Works team to identify opportunities to coordinate and share resources.

Additionally, we will need to closely monitor our overtime costs related to the General Fund. A portion of the salary savings includes a reduction in budgeted overtime, which we believe is reasonable as the amount of overtime used within a year has been trending downward in recent years.

Reallocations and Other Changes (if applicable)
Engineering has submitted requests for two budget neutral proposed position reclassifications. These positions are not fully funded out of the General Fund but do have a General Fund allocation. These positions will also appear within the other relevant proposed Operating Budgets for Engineering, and were previously discussed with Human Resources in advance of submitting this budget request.

- Recreate Public Works Foreperson 2 (18/06) as Facilities Operations Supervisor (18/12).

This position recreation will allow for appropriate leadership and alignment within our Facilities Operations and Maintenance Service and allow for the responsibility for coordination of that work to be within the appropriate position and level, rather than with the Assistant City Engineer – Facilities.

- Recreate Street & Sewer Machine Operator 1 (15/04) as CAD Specialist 2 (18/08).

As the existing position has been challenging to fill, onboard, and keep filled, and given our expanded use of technology and data to more effectively and efficiently plan our work, this position change will be a more effective use of resources and will help create efficiencies within our processes to ensure that the data being generated and used is accurate, and that the data can be efficiently utilized by all platforms.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Engineering and Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to description ☐ Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-$228,338	Primarily due to realloc other pay types that were all put in Service 401 for CTC but really belong in all services; Also increase to Comp Abs Wages which has been over budget in recent years
1100 - GENERAL	52 - BENEFITS	+$62,109	Increase Comp Abs Escrow which has been over budget for several year; Inc to WRS/FICA for non salary pay items
1100 - GENERAL	57 - INTER DEPART CHARGES	-$15,000	Inter-D Fleet was all put in 401 for CTC but a piece needs to also be in 404
1100 - GENERAL	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes are to more accurately allocate costs as well as appropriately fund Compensated Absence Wage and Benefit ecrows. There will be no impact on service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

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

☐ No – No allocation changes

☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒ No – No reclassifications

☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒ No – No change to # of FTEs

☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Facilities Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to description ☒Yes – Description needs to be updated	
If yes, enter updated Service Description here: 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 to ensure effective and efficient services.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	$4,627	+$25,000 due to realloc of other pay types that were all put in Service 401 for CTC; Also -$20,373 from updating the allocation on PCN 3260 to be more capital focused.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes are to more accurately allocate costs. There will be no impact on service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

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

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Facilities Operations and Maintenance

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐No – No change to activities
☒Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Custodial Services: Provide green cleaning services for the Engineering Operations Facility, Madison Municipal Building, six police stations, Police Training Facility, and Fire Administration.
• Preventative Maintenance & Repairs: Perform scheduled preventative maintenance and repair of building systems and components to assure reliable operation, maximize energy efficiency, and maximize useful life.
• GreenPower Solar Installer Training Program: Install solar power systems on City facilities while providing employment training.
• Service Requests: Respond to customer service requests for repairs at noted City-owned buildings.
• Systems Administration and Maintenance: Manage and administer the system used to track maintenance activities, including providing training and assistance to users.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:
- Total changes of less than $10,000 at the Major and Service level.

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-$154,032	+$73,700 due to realloc of other pay types that were all put in Service 401 for CTC; Also -$155,268 from allocation of salary savings that was all in 401 for CTC
1100 - GENERAL	53 - SUPPLIES	$73,050	Increase several supply objects to reflect current costs and to mitigate being over budget as has been the case in recent years
1100 - GENERAL	54 - PURCHASED SERVICES	+$17,009	Increase several service objects to reflect current projected costs and also to mitigate being over budget as has been the case in recent years
1100 - GENERAL	57 - INTER DEPART CHARGES	+$19,430	+$15,000 from 401 for alloc of Inter-D Fleet which was all put in 401 for CTC; Also moving cost of shared custodian from TE to Parking (with a small increase to reflect current salary/fringe)
1100 - GENERAL	43 - CHARGES FOR SERVICES	+$45,000	Increase in budgeted billings to reflect amounts billed in recent years. This is for work done by Facilities Maintenance for other departments which are not part of the maintenance agreements and which would otherwise have to be outsourced
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes are to more accurately allocate costs, appropriately fund required purchased service and supplies line items, and budget for increased charges for services to reflect recent actuals. The proposed changes assure that we will be able to maintain our current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Recreate position number 1095 as an Engineering Operations Supervisor in Comp Group 18, Range 12. Note that Engineering met with Human Resources to review this request prior to submitting budget request.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Position # 1095 is classified as a Public Works Foreperson 2 (18/06) in the 2025 operating budget. Engineering proposes to recreate this position as an Engineering Operations Supervisor (18/12) as part of our 2026 operating budget proposal.

The change is necessary to effectively manage our Facilities program. With this change formal supervisory responsibilities for two Building & Trades Forespersons (71/05) will shift from the

Assistant City Engineer – Facilities to the proposed Engineering Operations Supervisor (EOS). The proposed EOS will also be responsible for managing capital project work performed in-house. The proposed change is intended to increase operational efficiencies and the service level to our customers.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

No impact on equity goals.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Private Development
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	+$158,441	Primarily due to realloc other pay types that were all put in Service 401 for CTC but really belong in all services
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes are to more accurately allocate costs. There will be no impact on service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Fleet Service

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	-	(35,500)	-	(35,500)	-	-
Charges For Services	(31,806)	(25,000)	(26,936)	(25,000)	(25,000)	(25,000)
Invest Other Contrib	(4,147)	-	-	-	-	-
Misc Revenue	(39,455)	(155,000)	(26,254)	(130,000)	(130,000)	(130,000)
Other Finance Source	(1,593,764)	(1,823,914)	(1,774,441)	(1,581,400)	(1,135,780)	(1,135,780)
Transfer In	(125,602)	-	(177,448)	-	-	-
Total	**$ (1,794,774)**	**$ (2,039,414)**	**$ (2,005,080)**	**$ (1,771,900)**	**$ (1,290,780)**	**$ (1,290,780)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	2,680,640	2,854,136	2,843,921	3,003,120	3,214,735	3,214,735
Benefits	1,095,638	1,093,338	954,743	1,142,915	1,130,826	1,130,826
Supplies	6,809,241	6,216,374	6,448,133	6,192,748	6,854,021	6,875,921
Purchased Services	1,474,671	1,328,150	1,865,857	1,561,129	1,889,349	1,867,449
Debt Othr Financing	10,735,837	12,050,090	11,682,875	11,929,265	12,018,006	12,018,006
Inter Depart Charges	228,288	177,573	189,348	193,381	190,334	190,334
Total	**$ 23,024,315**	**$ 23,719,662**	**$ 23,984,878**	**$ 24,022,558**	**$ 25,297,271**	**$ 25,297,271**

Agency Billings

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Inter Depart Billing	(21,229,541)	(21,680,248)	(21,979,799)	(22,250,658)	(24,006,491)	(24,006,491)
Total	**(21,229,541)**	**(21,680,248)**	**(21,979,799)**	**(22,250,658)**	**(24,006,491)**	**(24,006,491)**

| NET BUDGET | $ - | $ - | $ - | $ - | $ - | $ - |

Fleet Service Division

Mahanth Joishy, Superintendent

4151 Nakoosa Trail
Madison, WI 53714
Phone: (608) 246-4540
cityofmadison.com/fleet-service

TO:	Mayor Rhodes-Conway
FROM:	Rachel Darken, Assistant Fleet Superintendent
DATE:	July 18, 2025
SUBJECT:	Fleet Service Division Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

Our operating budget request allows the Fleet Service Division to continue to provide quality maintenance and repair services for the City's general fleet, while furthering our sustainability goals. Key goals in our work plan for 2026 include:

- Improving the acquisitions planning process with agencies using the equipment, including analyzing vehicle utilization and identifying assets that are good candidates to be replaced by electric vehicles at the end of their life.
- Continuing to test electric heavy-duty vehicles and evaluate their impact on agency operations and maintenance costs.
- Increasing the use of renewable diesel across our fleet. Renewable diesel reduces carbon emissions by approximately 65% and is fully compatible with existing equipment. Our base budget provides funding to support the expanded use of renewable diesel following successful testing in 2025.
- Improving efficiencies in maintenance, repair, and parts inventorying processes.
- Preparing for a portion of our operations to move to the Far West Public Works Facility in the coming years.
- Continuing to improve employee onboarding, training, and support. With fierce competition in the private sector for qualified technicians, we are prioritizing efforts to develop and retain our employees. Our request increases our training budget to provide more opportunities for our staff to attend professional training and keep up with new equipment and industry trends.

All four services in our operating budget work synergistically to provide a safe and reliable fleet of equipment for other City agencies. In the Equipment Planning & Procurement side of things, we are beginning to see a little relief in the supply chain in some areas and are getting new trucks into service more regularly. In turn, that relieves some pressure on our Maintenance & Repair service by getting rid of worn-down equipment before major repairs become necessary. Our operating budget request for 2026 helps ensure Fleet Service has the capacity to continue to make improvements between all areas of our operation while still being able to pivot and address new challenges and bottlenecks coming up lower in the equipment supply chain.

The remainder of this memo helps to detail some of the changes we are making to further our work goals for 2026. I look forward to discussing our operating budget request with you in the weeks ahead.

99.25% Budget for General, Library, and Fleet Funds

Our base budget includes a budget reduction target of $176,682. We plan to meet this target by utilizing salary savings and delaying the hire of the Parts Operations Clerk until the second quarter. Fleet will monitor our salary savings throughout the year, and if they are lower than anticipated, we plan to reduce our purchase of renewable diesel towards the end of the year, switching to less expensive petroleum diesel to ensure we hit the efficiency target. Consequently, the 0.75% budget reduction could result in higher carbon emissions from our fuel program.

Overall, we continue to monitor the economic impact of current and pending tariffs on our expenses. Our base budget took into consideration the higher costs we are seeing for vehicle parts and purchased repair services. Concurrently, our work plan in 2026 includes evaluating current maintenance, repair, and parts inventory procedures to identify areas for improvement and greater efficiency. The overall goal is to lower our costs by doing more repair work in-house and maintaining a lean inventory where we can while still supplying parts and equipment quickly for repairs.

Reallocations and Other Changes

We are proposing a series of net neutral reallocations to align budget to actuals and ensure expenses are in the appropriate service under the new Results Madison structure. Those reallocations include:

- $40,000 moved from our budget for electricity. Our actual spend on electricity has been far below the budgeted amount in the last few years, thanks to our energy-efficient main facility on Nakoosa Trail and the increased solar panel array on our roof. We propose half of the identified funds be reallocated to align the budget to actuals for our telephone service, vehicle registration fees, uniform laundry service, and reporting fees, and to increase our training budget. The remaining $20,000 is designated to replace aging and malfunctioning shop equipment and tools required for our maintenance and repair operations, following an effort in our 2025 work plan to inventory all our equipment and develop a replacement timeline.
- $20,000 moved from the purchased services major in the Maintenance & Repair service to the same major in the Equipment Planning & Procurement service. Under the new Results Madison structure, these funds for the design and installation of decals on new assets are better placed in the Equipment Procurement service for transparency.
- A series of reallocations in salaries and benefits were also made as a technical correction under the new Results Madison structure.

Additionally, Fleet Service is proposing reclassifying an existing vacant position from a Parts Technician to an Operations Clerk. With the working title of Parts Operations Clerk, this position will take on some of the administrative and operational tasks in our parts room. This change will give our existing Parts Room staff more capacity to improve our parts procurement and inventory processes. Under our 2026 work plan, a key goal involves working on our process for analyzing stock levels, identifying areas for increased

efficiency in our internal procedures, and managing our inventory more effectively. This focus will help us ensure we continue to provide parts for repairs in a timely manner, limiting equipment downtime while also ensuring we do not carry extra overhead in our inventory. The Parts Operations Clerk will also be key in keeping us in compliance with fuel inventory reconciliation, and maintaining reports related to our fuel inventory.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FLEET SERVICES
Enter your Service:	Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2200 - FLEET SERVICES	51 - SALARIES	$87,741	Technical corrections due to the updated Results Madison service structure.
2200 - FLEET SERVICES	52 - BENEFITS	$15,457	Technical corrections due to the updated Results Madison service structure.
2200 - FLEET SERVICES	54 - PURCHASED SERVICES	($32,450)	Reallocating funds from Electricity to address funding gaps in other services.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Over the last three years, our actual spending on electricity has been far below the budgeted amount. This has been possible due to the energy efficiency of our LEED Gold Certified facility on Nakoosa Trail, including the solar panel array on our roof which was expanded in the last two years. We propose shifting those funds to cover necessary expenses in other areas, including:
- Less than $2,000 in the supplies major of this service
- Less than $2,000 in the purchased services major of the Fueling service
- Less than $4,000 in the purchased services major of the Equipment Planning & Procurement service
- $5,000 in the purchased services major of the Maintenance & Repair service
- $20,000 in the supplies major of the Maintenance & Repair service

These shifts help us address funding gaps based on actual trends in our uniform laundry service, new vehicle registration fees, and increased reporting fees. The most significant shift is to designate $20,000 to upgrade or replace aging tools and equipment necessary for efficient operations in our repair shops. As part of our 2025 work plan, we have inventoried all our shop equipment and are developing a replacement plan for anything that is worn down and no longer working properly. These funds will support that effort to make sure our necessary shared tools are kept up to date so we can keep performing repairs efficiently.

The changes to salaries and benefits are due to technical corrections related to the updated Results Madison service structure.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

These changes will allow us to continue maintaining and repairing the City's fleet of equipment as efficiently as possible, so that services for all Madison residents can continue with limited disruptions.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FLEET SERVICES
Enter your Service:	Equipment Planning & Procurement
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2200 - FLEET SERVICES	54 - PURCHASED SERVICES	$23,860	Moving funds for decal services for new vehicles to the proper service, and increasing funding for vehicle registration.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

With the updated Results Madison service structure, we are moving $20,000 out of purchased services in the Maintenance & Repair service to the Equipment Planning & Procurement service to be able to better track expenses related to designing and installing decals on our new equipment.

The remaining $3,860 is being shifted from the Administration service to help cover the actual cost we are incurring with new vehicle registrations.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change allows us to better track expenses according to our defined services under Results Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

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

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FLEET SERVICES
Enter your Service:	Fueling
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	FLEET SERVICES
Enter your Service:	Maintenance & Repair
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2200 - FLEET SERVICES	51 - SALARIES	$1,891,378	Technical corrections due to the updated Results Madison service structure.
2200 - FLEET SERVICES	52 - BENEFITS	$642,019	Technical corrections due to the updated Results Madison service structure.
2200 - FLEET SERVICES	53 - SUPPLIES	$15,000	Reallocating $5,000 out to the same major in the Fueling service, and bringing in $20,000 to support upgrades and replacement of aging tools and equipment
2200 - FLEET SERVICES	54 - PURCHASED SERVICES	($15,000)	Reallocating $20,000 out to the same major in the Equipment Planning & Procurement service, and bringing in $5,000 to cover actual expenses for uniform laundry services.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed change in supplies includes:
- Moving $5,000 out to the Fueling service to better track parts and supplies needed to support our fuel sites under the new Results Madison structure.
- Bringing in $20,000 from the Administration service to support upgrading and replacing worn down tools and equipment in our repair shops. These funds will be used to replace malfunctioning equipment to make sure we are able to complete necessary repairs efficiently.

The proposed change in services includes:
- Moving $20,000 out to the Equipment Planning & Procurement service to better track expenses related to the design and installation of decals on new vehicles, under the new Results Madison structure.
- Bringing in $5,000 from the Administration service to align budget to actual for uniform laundry services.

The changes to salaries and benefits are due to technical corrections related to the updated Results Madison service structure.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

These changes allow us to better track expenses according to our defined services under Results Madison, and to continue to provide efficient maintenance and repair of all fleet vehicles.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

We are proposing changing position 1165 from a Fleet Parts Technician (Class Code E017) to an Operations Clerk (Class Code E027), with a working title of Parts Operations Clerk. Both classifications are in the same compensation group and range.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

We are proposing reclassifying a vacant Parts Technician position to be an Operations Clerk, with a working title of Parts Operations Clerk. This position has been vacant since early 2023 due to a retirement, and was held vacant as part of our effort to manage to a 1% budget cut. Given we are being asked to manage to only a 0.75% budget cut for 2026, we are proposing filling this position to assist our efforts in making efficiency improvements related to the parts procurement, inventory, and billing process.

We have identified procedures in the parts room that require more active management, and plan to redistribute some of the administrative and operational tasks to this position to give our Parts Technicians and Parts Leadworker greater capacity. Those tasks include reconciling p-card transactions, taking inventories, maintaining reports, and receiving parts. This position will also assist the administrative side of our fuel program, performing similar reconciliation and reporting tasks related to our fuel inventory and billing. Since we are assigning additional administrative tasks to this position, the Operations Clerk classification makes the most sense for recruitment purposes.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

This proposed reclassification will allow us to redistribute tasks within our Parts room more efficiently. In turn, our staff will have greater capacity to analyze stocking levels, improve procedures, and manage our inventory more effectively to ensure we are supplying the appropriate parts quickly for maintenance and repairs without carrying unnecessary overhead in our inventory. By efficiently supplying parts and completing repairs on City vehicles, we are limiting any harmful impacts on services to all Madison residents.

Golf Courses

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Golf Courses	10,383,223	4,081,829	5,723,976	4,292,604	4,623,956	4,284,681
Total	**$ 10,383,223**	**$ 4,081,829**	**$ 5,723,976**	**$ 4,292,604**	**$ 4,623,956**	**$ 4,284,681**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Golf Operations	10,383,223	4,081,829	5,723,976	4,292,604	4,623,956	4,284,681
Total	**$ 10,383,223**	**$ 4,081,829**	**$ 5,723,976**	**$ 4,292,604**	**$ 4,623,956**	**$ 4,284,681**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(5,083,979)	(4,028,829)	(5,434,203)	(4,238,829)	(4,238,829)	(4,231,681)
Invest Other Contrib	(29,182)	(5,000)	(297,538)	(5,000)	(5,000)	(5,000)
Misc Revenue	61,398	(48,000)	7,765	(48,000)	(48,000)	(48,000)
Other Finance Source	(5,323,291)	-	-	(775)	(332,127)	-
Transfer In	(8,170)	-	-	-	-	-
Total	**$ (10,383,223)**	**$ (4,081,829)**	**$ (5,723,976)**	**$ (4,292,604)**	**$ (4,623,956)**	**$ (4,284,681)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	1,548,095	1,627,570	1,875,470	1,592,431	1,877,383	1,833,450
Benefits	387,022	322,827	364,726	281,515	287,224	287,224
Supplies	617,082	624,329	601,173	624,329	624,329	536,500
Purchased Services	644,718	814,781	731,906	814,781	814,781	759,604
Debt Othr Financing	6,570,987	174,585	1,642,725	308,213	308,213	155,878
Inter Depart Charges	326,136	317,737	314,010	471,335	567,026	567,026
Transfer Out	289,182	200,000	193,966	200,000	145,000	145,000
Total	**$ 10,383,223**	**$ 4,081,829**	**$ 5,723,976**	**$ 4,292,604**	**$ 4,623,956**	**$ 4,284,681**

Madison Parks Division

330 E. Lakeside St.
Madison, WI 53715
608-266-4711 ● cityofmadison.com/parks

TO: Mayor Rhodes-Conway
FROM: Lisa Laschinger, Interim Parks Superintendent
DATE: July 18, 2025
SUBJECT: Golf Enterprise Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Golf Enterprise's proposed 2026 Operating Budget includes a request for no levy support for the operations of the four courses. The proposed budget and corresponding service level tie directly to the city-wide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City's Comprehensive Plan. Golf Enterprise continues to prioritize implementing the final recommendations from the Task Force on Municipal Golf in Madison Parks. Most notably, the Golf Enterprise will have a permanent 25% reduction from the current 72 holes to 54 holes by the start of the 2026 season.

Goals of Golf Enterprise's Operating Budget

The proposed request reflects the rightsizing and resource alignment with the Enterprise's overall reduction. The request takes Golf Enterprise's performance over the last five years into consideration and anticipates its performance as a 54-hole operation. The Golf Enterprise's workplan is centered around implementing the recommendations from the Task Force. In addition to reviewing financial performance and rounds/revenue statistics regularly, Parks Division and Golf Enterprise leadership review and adjust the Golf Enterprise's workplan goals and milestones monthly. Golf Enterprise's performance will be measured by rounds of golf played, revenue generated, effective resource management, overall profitability for the year and net position of the Golf Enterprise, as well as gauging how the game and access to the courses is growing among new golfers and non-golfers. Over the coming year staff will develop a strategic plan that includes not only a long-term financial plan to ensure a sustainable program, but also comprehensive plans for land management and programming.

Enterprise Agencies

The Golf Enterprise is projecting revenues comparable to 2025 budgeted based on the Enterprise's performance over the last five years, despite a 25% reduction in holes available for play. Overall, there will be fewer holes available for golf. Golf Enterprise is putting policies, procedures and communications in place to optimize play on the remaining holes. Golf Enterprise is committed to ensuring that quality, affordable municipal golf is available for a diverse community. The Board of Park Commissioners will review and approve any changes in fees in early fall 2025. Staff do not anticipate significant changes to fees, but there is likely to be a slight increase based on demand and local market analysis. Madison's Golf Enterprise plays a critical role in providing a lower-barrier entry point for people of all ages to enter the sport. In addition, Golf Enterprise, in collaboration with Madison Parks Foundation and other partners, will continue to provide quality mixed-use recreational opportunities at The Glen Golf Park and volunteer

opportunities at all four courses, as a means of making the golf courses more welcoming and inclusive to everyone within the community while also generating more interest in the game.

Reallocations and Other Changes (if applicable)

The proposed request includes a number of reallocations and conservative fund balance generated based on the need to right-size the Golf Enterprise's Operating Budget. As previously mentioned, proposed revenue targets are projected to be comparable to the 2025 Adopted Operating Budget and reflect a slight decrease in revenue from the Baseline Budget due to the closing of 18 holes at Yahara Hills Golf Course. Other significant changes are as follows:

1. Salaries and Benefits: A technical correction is needed to increase both Salaries and Benefits, as the Director of Golf's salary and benefits was capitalized in the 2025 budget, and the anticipated 3% COLA increase for non-annualized wages was not included in the baseline budget. Hourly Wages and Overtime have been reduced to reflect the need for less maintenance and a slight reduction in clubhouse staffing at Yahara. A reclassification of the Golf Program Leadworkers has been requested to align the position with other comparable Parks Division positions and is based on job duties necessary to lead clubhouse operations.
2. Purchased Supplies: Overall reduction in supplies is requested to account for reduced fertilizer and chemical inputs to maintain 18 fewer holes and a slight reduction in inventory based on a slight reduction in customers entering the clubhouse.
3. Purchased Services: Reduction in cart rental services due to operating a smaller course at Yahara.
4. Inter-Departmental Charges: The Payment in Lieu of Taxes (PILOT) was reduced following discussions with City Finance to reflect a smaller footprint at Yahara Hills Golf Course. Compared to the 2025 Operating Budget, the 2026 Baseline budget increases interdepartmental charges, with largest increase attributed to Fleet Services.
5. Transfer Out: The proposed request projects a Fund Balance Generated projected for the Program based historic actuals from the last three years and anticipated performance of the 54-hole operation.

The proposed requests are necessary for Golf Enterprise to continue to sustain operational profitability, ensure positive long-term financial positioning, and be competitively positioned in the marketplace. Evolution and innovation will continue to be key, as the program builds on the sustained success of The Glen Golf Park and transforms Yahara Hills Golf Course to a quality 18-hole course.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	GOLF COURSES
Enter your Service:	Golf Courses

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to description
☒ Yes – Description needs to be updated

If yes, enter updated Service Description here:

This Service is responsible for the operation and maintenance of the Yahara Hills, Odana Hills and Monona Golf Courses along with The Glen Golf Park. The program has been a 72-hole operation for decades; however, a phased 25% reduction from 72 holes to 54 holes will be complete by the start of the 2026 season. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities in addition to meeting year-round recreational needs of residents.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐ No – No change to activities
☒ Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Golf Course Maintenance: Maintain the four golf courses by irrigating, mowing and performing Integrated Pest Management of the greens, tees, fairways and roughs; repairing and caring for mowing equipment and vehicles; and providing tee and green supplies necessary for play.
• Golf Clubhouses: Maintain clubhouses and provide customer services staff that set up tee times, check in players, rent golf carts, and process payment of purchases for greens fees, concessions at the snack bars, and golf accessories at the pro shops.
• Golf Park Programming: Plan, coordinate and host various mixed use recreational activities at The Glen Golf Park and other courses, including movies, fitness activities, performing arts and other community–focused activities.

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

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

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

Summary Table of *Service and/or Major* Changes of $10,000 or More	
Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**	

Fund	Major	$ Change	Description
2160 - GOLF COURSES	51 - SALARIES	-43,933	Technical adjustment due to the omission of the Director's salary and planned 3% wage increase to salaries/benefits from the baseline budget, requiring an increase of 246,615 over baseline budget). Decrease in Hourly Wages and Overtime ($96,664) and increase in Perm OT ($53,953) to right-size expenses based on 3-year actual averages and projected expenses of 54-hole operation. Also includes an increase in Perm Salaries to reclassify Program Assistants to Leadworkers ($10,862)
2160 - GOLF COURSES	53 - SUPPLIES	-87,829	Reduction to account for reduced holes at Yahara Hills, primarily a combination of reduced need for fertilizers/chemicals and inventory.
2160 - GOLF COURSES	54 - PURCHASED SERVICES	-55,177	Reduction to account for reduced holes at Yahara Hills, primarily cart rentals.
2160 - GOLF COURSES	56 - DEBT OTHR FINANCING	-152,336	Anticipating generating modest FB in 2026
2160 - GOLF COURSES	48 – OTHER FINANCE SOURCE	332,127	Technical adjustment, no need for fund balance applied to zero out the budget.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed adjustments are needed to right size the revenues and expenses of the smaller 54-hole operation. Adjustments made are based on averages of actuals over the past three years and projections of resources required to operate 54-hole operation to the expected service standard. The revenue remains similar to the 72-hole operation, with no significant changes, based on three-year actuals and projected performance of 54-hole operation in the local golf market environment. Changes in Salaries and Benefits are due to technical corrections, reclassifying two positions and right sizing Hourly Wages and OT and Permanent OT to align with resources needed to produce quality playing conditions. Purchased Supplies and Services were reduced to reflect fewer input needs related to operating fewer holes of golf at Yahara. The proposed request reflects a Fund Balance Generated based on actual performance over the past five years and anticipated high demand for the sport.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

American Golf has a historical reputation of being an exclusive sport, but this is shifting, and the Golf Enterprise Program is an important part of continuing to make the sport accessible to all who wish to play. Golf can provide significant mental, physical and social health benefits for the community, and the land on which the courses are situated can have significant positive impacts on the natural environment. The Golf Enterprise Program's presence in the greater Madison market ensures that quality affordable golf is available within the community for the benefit of a very diverse customer base. The Golf team works closely with Partners such as Change Golf Instruction, First Tee and local school teams to help create space and opportunities for individuals to learn the sport and its life-long benefits. The Glen Golf Park continues to serve as a model for overcoming these inequities by providing programming that is intended to bring more people, who have historically not felt welcome, specifically BIPOC individuals, women, and LGBTQ+ individuals, to the golf park and possibly generating more interest in the sport.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

The proposed request includes a net neutral reclassification of two Program Assistants to Leadworkers. Positions 5006 & 5007 are currently Comp Group 20-Range 11 and are proposed to be reclassified to Comp Group 16-Range 12.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

No change in number of FTEs.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The reclassification will more accurately classify the Golf Programming Leadworker positions into Comp Group 16 based on the required job duties of these positions being different than originally envisioned when the positions were created in 2024. The reclassification ensures compensation equity with these positions and comparable leadworker Parks positions. The reclassification will also ensure that the Golf Program retains quality leadership staff who are critical to ensure customer service is satisfactory and the clubhouses operate efficiently and effectively.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The proposed submission will allow for continued advancement of the Equity Action Plan.

Landfill

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Other Restricted	1,079,992	1,014,434	1,213,754	1,229,848	1,262,004	1,334,368
Total	**$ 1,079,992**	**$ 1,014,434**	**$ 1,213,754**	**$ 1,229,848**	**$ 1,262,004**	**$ 1,334,368**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Landfill Management Maintenanc	1,079,992	1,014,434	1,213,754	1,229,848	1,262,004	1,334,368
Total	**$ 1,079,992**	**$ 1,014,434**	**$ 1,213,754**	**$ 1,229,848**	**$ 1,262,004**	**$ 1,334,368**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(680,891)	(660,000)	(692,061)	(660,000)	(660,000)	(685,000)
Fine Forfeiture Asmt	(3,110)	(3,000)	(3,550)	(3,000)	(3,000)	(3,500)
Invest Other Contrib	(194,754)	(102,000)	(190,371)	(182,000)	(182,000)	(182,000)
Other Finance Source	(200,092)	(249,434)	(323,699)	(384,848)	(417,004)	(463,868)
Transfer In	(1,145)	-	(4,073)	-	-	-
Total	**$ (1,079,992)**	**$ (1,014,434)**	**$ (1,213,754)**	**$ (1,229,848)**	**$ (1,262,004)**	**$ (1,334,368)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	351,429	365,976	367,951	385,949	424,437	420,659
Benefits	125,478	127,704	134,161	137,384	140,850	141,526
Supplies	43,498	49,000	40,435	46,550	46,550	53,250
Purchased Services	370,293	332,891	285,633	319,579	319,579	317,345
Inter Depart Charges	263,753	142,163	342,186	336,886	327,088	394,088
Inter Depart Billing	(82,208)	(109,300)	(95,031)	(106,500)	(106,500)	(106,500)
Transfer Out	7,750	106,000	138,421	110,000	110,000	114,000
Total	**$ 1,079,992**	**$ 1,014,434**	**$ 1,213,754**	**$ 1,229,848**	**$ 1,262,004**	**$ 1,334,368**

Department of Public Works
Engineering Division
James M. Wolfe, P.E., City Engineer

City-County Building, Room 115
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Assistant City Engineer
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Deputy Division Manager
Kathleen M. Cryan

Principal Architect
Amy Loewenstein Scanlon, AIA

Principal Engineer 2
Janet Schmidt, P.E.

Principal Engineer 1
Kyle Frank, P.E.
Mark D. Moder, P.E.
Fadi El Musa Gonzalez, P.E.
Andrew J. Zwieg, P.E.

Financial Manager
Steven B. Danner-Rivers

TO: Mayor Rhodes-Conway
FROM: Jim Wolfe, City Engineering
DATE: July 18, 2025
SUBJECT: Engineering Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget
The Engineering Landfill service manages the five closed landfills overseen by the City. Our goals are to:
- Protect public safety and the environment.
- Provide green space for recreational use.
- Provide pollinator and wild life habitat.
- Assure compliance with Wisconsin DNR regulations.

To meet these goals, Engineering staff routinely monitor and plan maintenance activities the landfills as necessary to meet the stated goals and requirements of DNR regulations. This monitoring includes data on a variety of pollutants as well as the operating aspects of landfill components. Staff also perform maintenance work as needed to ensure all elements of the closed landfill are functioning properly.

Enterprise Agencies
Managing the closed landfills is funded through the Landfill Special Charge. The current rate and existing reserves are expected to be adequate to fund the activities required to manage these sites, so there are no planned increases compared to 2025 nor any significant changes planned to services. It's worth noting that the landfill special charge was reduced by over 25% in 2021, and the rate has remained unchanged since then.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	LANDFILL
Enter your Service:	Landfill Management and Maintenance

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐No – No change to activities
☒Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

•Monitoring & Sampling: Monitor landfill gas extraction and migration control systems and perform sampling.
• Maintenance & Repair: Perform scheduled maintenance and repair to Landfill systems to assure reliable operation, maximize energy efficiency, and protect taxpayers' investment by maximizing useful life.
• Landfill Management and Regulatory Compliance: Plan, direct, and implement landfill management programs per the WI-DNR-approved plan and prepare and submit reports demonstrating regulatory compliance.
• Coordinate with partner agencies to identify and implement compatible co-uses of landfill sites to maximize community benefit.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:
- Total changes of less than $10,000 at the Major and Service level.

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1250 - OTHER RESTRICTED	57 - INTER DEPART CHARGES	+$67,000	+$50,000 for Fleet which was not included in CTC; +$17,000 for Water to reflect current amounts
1250 - OTHER RESTRICTED	43 - CHARGES FOR SERVICES	+$25,000	While there is no rate increase, this reflects the growth in customers to current levels
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes are to more accurately allocate costs and provide an updated estimate of revenue. There will be no impact on service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Parks

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	15,719,812	16,616,412	16,077,348	17,257,403	17,751,617	17,756,617
Other Grants	-	-	135,734	-	-	-
Other Restricted	292,966	446,954	444,011	497,738	510,742	509,807
Permanent	236,179	237,300	398,872	237,300	237,300	266,300
Total	**$ 16,248,957**	**$ 17,300,667**	**$ 17,055,965**	**$ 17,992,441**	**$ 18,499,658**	**$ 18,532,724**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Community Connection and Rec				2,366,129	4,450,824	2,565,172
Olbrich Botanical Gardens	*Service history not shown due to Results Madison service*			891,704	917,789	931,163
Parks Land & Facilities Maintenance	*restructure. Services listed here started January 1, 2025.*			13,800,665	12,199,387	14,123,413
Planning And Development				933,943	931,659	912,976
Total	$ 16,248,957	$ 17,300,667	$ 17,055,965	$ 17,992,441	$ 18,499,658	$ 18,532,724

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(103,783)	(96,000)	(106,410)	(104,000)	(104,000)	(104,000)
Charges For Services	(1,507,484)	(1,587,970)	(1,674,588)	(1,587,870)	(1,603,870)	(1,629,361)
Licenses And Permits	(29,579)	(70,500)	(50,544)	(70,500)	(70,500)	(70,500)
Fine Forfeiture Asmt	(702,112)	(773,000)	(736,387)	(901,822)	(901,822)	(901,822)
Invest Other Contrib	(33,690)	(115,000)	(179,246)	(127,000)	(127,000)	(112,000)
Misc Revenue	(234,002)	(52,500)	(38,022)	(99,500)	(60,500)	(60,500)
Other Finance Source	(36,618)	-	-	-	-	-
Transfer In	(531,218)	(997,363)	(1,144,432)	(997,363)	(997,363)	(997,363)
Total	**$ (3,178,487)**	**$ (3,692,333)**	**$ (3,929,629)**	**$ (3,888,055)**	**$ (3,865,055)**	**$ (3,875,546)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	10,229,253	11,467,642	11,019,692	11,900,804	12,222,148	12,248,129
Benefits	3,259,785	3,335,215	3,601,429	3,624,348	3,546,651	3,546,651
Supplies	1,029,297	1,067,289	1,059,992	1,149,662	1,155,622	1,145,861
Purchased Services	2,322,207	2,322,394	2,280,525	2,437,545	2,530,985	2,525,289
Debt Othr Financing	32,056	29,863	244,901	29,003	29,003	47,236
Inter Depart Charges	2,238,423	2,408,896	2,309,917	2,332,434	2,473,604	2,473,605
Inter Depart Billing	-	-	(5,000)	(5,000)	(5,000)	-
Transfer Out	316,423	361,700	474,139	411,700	411,700	421,500
Total	**$ 19,427,444**	**$ 20,993,000**	**$ 20,985,594**	**$ 21,880,496**	**$ 22,364,713**	**$ 22,408,269**

Madison Parks Division

330 E. Lakeside St.
Madison, WI 53715
608-266-4711 ● cityofmadison.com/parks

TO: Mayor Rhodes-Conway
FROM: Lisa Laschinger, Interim Parks Superintendent
DATE: July 18, 2025
SUBJECT: Parks Division Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

The requested 99.25% Baseline Budget balances the Mayor's objectives for the 2026 Operating Budget with the Parks Division's mission, vision and values. The proposed request aligns with key strategies identified in the Adopted 2018-2023 and Draft 2025-2030 Park and Open Space Plan (POSP). The Parks Division's vision that "*Everyone shall have access to an ideal system of parks, natural resources, and recreational opportunities that enhance the quality of life for residents and visitors,*" encapsulates the fact that Madison Parks are existentially correlated to promoting social equity in the Madison community.

Goals of the Parks Division's Operating Budget
The Parks Division prides itself on providing well-maintained, safe, orderly and welcoming public spaces, facilities, amenities and programs that promote mental, social and physical well-being of residents. The proposed request provides for continuation of existing service levels, which include providing quality events and programming year-round; planning for a balanced park system that meets the diverse and ever-evolving needs of the community; continuing to provide safe and well-maintained park spaces; and strengthening partnerships that are critical to moving the vision of the Parks Division forward. Key goals as identified in the Parks Division's Work Plan include advancing sustainable land management practices, improving systems efficiency and effectiveness, advancing the Equity in Action Plan, growing the volunteer management program system-wide, developing innovative community programs, supporting the growth of Olbrich Botanical Gardens, implementing major park master plans, improving communication internally and externally to the community, fostering an environment of employee growth & development, and ensuring that everyone, especially children and otherwise historically disenfranchised residents, has access to quality natural spaces and positive programming opportunities. The Parks Division's Work Plan includes goals and milestones, which have been established using the Boldly & Company Model and allow the Division to measure the progress and success of each goal. The Parks Management Team continues to review milestones monthly and respond or adjust where needed.

99.25% Budget for the Parks Division
The Parks Division Management Team will closely monitor the budget throughout the year to ensure that Budget Efficiencies of $133,691.23 are achieved. The primary strategy for managing within this target will be through Salary Savings, both in permanent and hourly wages, as timing of hiring for all positions will be carefully evaluated. Should more drastic measures be required as the year progresses, the Parks Division will consider strategies such as limiting operating hours at various facilities, adjusting contracts with service providers such as portable toilets, and generally reducing mowing and shelter cleaning services later in the season. Parks will continue to evaluate strategies that may help to realize longer-term operating efficiencies and savings, including focusing on partnerships that may help to achieve these goals.

Reallocations and Other Changes

The 99.25% Baseline Operating Budget is substantially comparable to the 2025 Adopted Operating Budget, with cost to continue adjustments applied to reflect a growing and evolving system. Overall, the request aligns resources with current service levels. While no significant changes have been requested, notable adjustments are as follows:

1. Community Connection & Recreation:
   The proposed request reflects a decrease in Contributions and Donations due to loss of funding from two long-standing major donors yet affirms Madison Parks Foundation's Commitment to continue providing scholarships for the Goodman Pool, albeit reduced.

2. Park Land & Facilities Maintenance:
   Reallocates hourly wages with net-neutral impact to the Cost to Continue budget in order to reclassify a .75 Park Worker position to 1.0 Park Worker. This allows for the continuation of the Division's priority to reduce the overreliance on hourly employees and increase the pathways to permanent employment. The proposed request increases Disc Golf revenues by $17,000 due to a small increase in disc golf permits to line up with Dane County's disc golf permit fee.

3. Olbrich Botanical Gardens:
   The proposed request increases revenue by $15,000 and reallocates services and supplies by total of $12,759 in order to increase hourly wages by $27,759. The proposed request reflects significant growth in attendance and is necessary to ensure the facilities are safe, welcoming, properly maintained and meet the expectations of guests and customers.

4. Planning & Development:
   No significant changes are proposed.

The Parks Division's 2026 request allows for continued focus on promoting racial equity and social justice within the community through implementing the Division's Equity in Action Plan and utilizing a variety of engagement strategies, including sustaining the Parks Alive program, while deepening connections and developing authentic relationships with BIPOC and otherwise marginalized communities. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, and outreach efforts to increase interest in green field employment opportunities with various community partners. The Parks Division team will continue to build the foundation for data-based decision-making across the Parks system, which is proven to be essential in dismantling racial disparities. Olbrich Botanical Gardens continues to provide a variety of interpretive and cultural enrichment opportunities centered on the gardens through various projects and programs. Maintaining the Kids Need Opportunities (KNOW) program at WPCRC will continue to be a major focus as staff and partners work to connect and uplift youth from BIPOC and otherwise marginalized communities through positive programming and enrichment opportunities. Parks Maintenance will continue to maintain parks, facilities and amenities to create diverse opportunities for free or affordable recreational activities and healthy gatherings.

Parks Division's Supplemental Request

The Parks Division is respectfully submitting two separate supplemental requests. The first request will allow for effective and efficient operations of the Imagination Center at Reindahl Park, which is opening in early 2026. The second request is to appropriately staff the newly expanded Warner Park Community Recreation Center, which is set to be complete at the end of 2025.

1. Parks Division's portion of Imagination Center at Reindahl Park

    In partnership with the Madison Public Library, the Parks Division is requesting supplemental funding to support the Parks Division's portion of operations and maintenance of the new Imagination Center at Reindahl Park (ICRP). The Imagination Center is unique in that it is a shared building between the Parks Division and the Library. Therefore, the two agencies have discussed how to share the costs. For many maintenance elements, each agency will take care of their respective "side" of the building. Some elements will be more efficiently performed by contracting to a third party as is currently done for other Library locations, and for those contracts the two agencies have mutually agreed to a percentage split of the cost of the contract. This proposal is for the Parks Division share of expenses for the operations and maintenance of the new Imagination Center at Reindahl Park. It is understood that Library will be submitting a separate yet related proposal for their share of the expenses. With the opening of the building slated for fall of 2026, the building will be operational only one-third of the year in 2026, as such the request is prorated to include 4 months of operation.

2. Warner Park Community Recreation Center

    The Warner Park Community Recreation Center expansion will increase the amount of facility space by approximately 25%. The facility will allow access to indoor recreation facilities for a variety of activities, in an area of the city where such access is lacking. The Parks Division is requesting one Facility Maintenance Worker as a supplemental request. The position is necessary to meet the maintenance and customer service demands to best serve the community and properly maintain the facility. The earliest the expansion will be available for public use is the end of 2025, the Parks Division is requesting funding for the position for approximately 6 months in 2026, with the understanding that the position will need to be fully funded in future years.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Community Connection and Recreation

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐No – No change to activities
☒Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

• Park Facility Rental: Manage Park reservations, permits and usage for athletic fields, recreational, cultural, musical, culinary, and other event purposes, along with
maintenance and set-up of the WPCRC reservable spaces.
• Goodman Pool and Beaches: Manage beaches, Goodman Pool, and splash park usage for the community.
• Park & Recreation Programs: Oversee recreational programming for all residents provided by community partners, coordinate parks-sponsored movies, winter recreation, activities
and events, including Ride the Drive Open Streets Event and Parks Alive program.
• WPCRC Operations: Oversee daily operations, including staffing, customer service, facility rentals, facility maintenance, and tenant agency contracts with MSCR and New Bridge. Provide programming for individuals of all ages and abilities through private, public, and other partnerships, including senior, teen activities, after-school, family fun night, and various recreational, social, and cultural programs that reach some of the community's most vulnerable populations.
• Ranger Services: Provide outreach, education and enforcement of park rules to all park users and manage dog parks and disc golf courses.
• Volunteer Coordination: Recruit, onboard, train, support and retain volunteers supporting division-wide programmatic needs.
• Contract Management: Manage contracts and agreements with entrepreneurs and non-profit organizations providing recreational services in parks.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	46 - INVEST OTHER CONTRIB	15,000	Reduction in contributions and Donations because funding from long-term major donors that supported aquatic scholarships has ended. Madison Parks Foundation is able to commit to the proposed amount.
1100 - GENERAL	43 - CHARGES FOR SERVICES	-11,491	Adjusting revenue to be more in line with past actuals and to account for the opening of Door Creek Shelter and the Imagination Center
1100 - GENERAL	51 - SALARIES	170,570	Technical change reallocating salaries across services
1100 - GENERAL	57 - INTER DEPART CHARGES	-2,061,221	Technical change reallocating fleet charges across services
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The long-standing funding from two major private donors that have supported aquatics scholarships has ended, and the proposed request reflects a commitment from the Madison Parks Foundation to continue this support at a decreased level.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Goodman Pool provides access to affordable water-based recreation, as well as opportunities to develop critical life skills related to swimming. The reduced scholarship support will impact the number of youths that may access the pool through scholarship, but the proposed level of support from Madison Parks Foundation will allow for continued access to many individuals who may not otherwise be able to afford swimming passes or swim team membership.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Olbrich Botanical Gardens
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	57- INTER DEPART CHARGES	40,017	Technical change reallocating fleet charges across services
1100 - GENERAL	43 - CHARGES FOR SERVICES	-15,000	Increase in revenue to help offset the increase needed in hourly wages
1100 - GENERAL	53 - SUPPLIES	-10,592	Decrease in supplies to help offset the increase needed in hourly wages.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The increase in hourly wages is needed to ensure that all facilities are properly cleaned, set-ups are completed for facility rentals, and the facility is properly secure and safe. The proposed net neutral change is achieved through increasing corresponding revenues and decreasing purchased supply expenses. An increase in hourly wages is needed as the yearly attendance continues to increase with last year reaching 370,000 annual visitors. In addition to regular attendance increase, there is also an increase in facility rentals which increases the demand for set-ups, take-downs, and custodial services. This increase will ensure that the facilities are safe, properly maintained and meet the needs of guests and rental customers. The proposed request is necessary to provide high quality services that accommodate the needs of the general public and rental clients in a way that allows for sustained and increased revenue generation through admission sales and facility rental reservations.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

These proposed changes will ensure that Olbrich Botanical Gardens is available to serve a growing audience for both the general public and facility rental clients. Increased hourly staffing funding is necessary to properly staff the facilities while providing services to the public. Olbrich Botanical Gardens has existing processes and programs in place through Olbrich Botanical Society to offer free admission to the Conservatory, grants for schools to attend field trips, collaboration and partnership with organizations for diverse programs (example: Collards Fest with REAP Food Group), and discounts for rentals for non-profits. The data used for this request is the number of annual visitors, which reached an all-time high of 372,000 on top of an increase in facility rentals. In addition, Olbrich

Botanical Gardens is offering more programming that brings in more people, significantly increasing the demand and need for custodial services, site set-up and clean-up to ensure clean, safe and welcoming facilities for all.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Park Land and Facilities Maintenance
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1250 - OTHER RESTRICTED	43 - CHARGES FOR SERVICES	-17,000	Technical change in where revenue is budgeted. Increase in revenue due to increase in Disc Golf permits.
1250 - OTHER RESTRICTED	59 - TRANSFER OUT	9800	Increase in Disc Golf Transfer Out to Capital due to projects proposed in the Capital Budget Request
1250 - OTHER RESTRICTED	46 - INVEST OTHER CONTRIB	-10,700	Aligning revenue with what was earned in the last 2 years
1250 - OTHER RESTRICTED	48 - OTHER FINANCE SOURCE	28,635	Fund balance applied to zero out the disc golf budget
1250 - OTHER RESTRICTED	56 - DEBT OTHR FINANCING	-10,767	Fund balance generated to zero out the dogs in parks budget
1100 - GENERAL	51 - SALARIES	-117,112	Technical change reallocating salaries across services
1100 - GENERAL	57 - INTER DEPART CHARGES	2,013,072	Technical change reallocating fleet charges across services
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Overall, service levels will remain consistent with 2025. The proposed request includes an increase in Disc Golf revenue based on a planned increase in permit fees of $5 per permit in order to bring the fees in line with the price of Dane County Disc Golf Permits. Two capital projects are proposed in Parks' 2026 Capital Budget. The Transfer Out to Capital is to provide funding for these projects for Disc Golf improvements.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The Parks Division is committed to addressing inequities and continuing to provide high quality services to all residents within the City of Madison. To address barriers that may be created by increased disc golf fees, the Parks Division continues to partner with Madison Public Library to check out permits and disc golf kits with the use of ones library card.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☒Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

The Parks Division proposes a .25 increase in FTE. The proposed submission is specific to Position Control Number 4657, Job Class code F206, and includes the reclassification of a .75 Park Worker to 1.0 Park Worker.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiences or savings?

The proposed allocation change realigns existing resources with service level requirements. The change will bring consistency and increased reliability to the core services of Parks East, which includes snow removal, playground maintenance and safety, and winter recreation.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The Park Worker program was developed to create low barrier entry-level positions and has been successful in diversifying the Parks Division's Workforce since its implementation. The proposed change allows for the continuation of the Division's priority to reduce the overreliance on hourly employees and increase the pathways to permanent employment.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Planning and Development
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	-28,593	Technical change reallocating salaries across services
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No significant changes are proposed in the 2026 request for this service. The proposed request reflects continuation of services.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

No significant changes have been proposed. The Parks Division is committed to addressing inequities and continuing to provide high quality services to all residents within the City of Madison.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Community Connection and Rec

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☒ Funding operating expenses for a new City facility that is not included in the base budget ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? We are requesting the addition of 1 FTE Facility Maintenance Worker for the Warner Park Community Recreation Center "WPCRC". This supplemental request is being submitted based on the expected opening of the WPCRC expansion in late 2025. During the public engagement process for the WPCRC expansion, stakeholders described many opportunities to use a second gymnasium space. The current gymnasium is very heavily programmed, having been reserved for 81% of its available hours in 2022. The WPCRC Expansion will consist of an 8,400 square foot addition, offering space for expanded community events and additional programming. The entire WPCRC building will grow by nearly 25% with the addition of the second gymnasium space, which will be configured and finished to host a wide range of classes, events, and sports and recreation, which were identified of interest by stakeholders and building users during the planning phase of the project.

The current locker rooms will be replaced with small locker alcoves near the gymnasiums and will be reconfigured to provide individual shower/change rooms as well as separate gender/individual-use restroom facilities. Other additional building spaces will include a privacy room, a staff office, and additional storage space. The additional spaces and expanded programming opportunities for our stakeholders will increase, as will the need for WPCRC Staff to respond. We will need an additional full-time staff person to meet the maintenance and customer service demands the expansion will create upon completion and opening to the public.

Having a Facility Maintenance Worker will provide more scheduling flexibility to the Center, as they will be able to assess and repair minor damage to the facility and equipment in addition to building cleaning and setups. They will provide more security that the projected increases to rental and facility programming will run as smoothly as possible.

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

The goal of the additional funding for a Facility Maintenance Worker is to ensure a safe, welcoming, clean facility for our users. This will be measured by the number of return customers that utilize the space. Customer satisfaction is measured via surveys, communication with front desk staff in person and on the phone, as well as via the warnerpark@cityofmadison.com email as a method of communication with customers.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The design of the Warner Park Community and Recreation Center was heavily informed by users and the public, with one of the key takaways being that the Center should create equitable, interactive, and multipurpose spaces with patrons of all ages and backgrounds in mind. The five project goals for the expansion are:

- Equip the Center to host events of all types and sizes, whether they require one small meeting space or the entire facility.
- Create adaptable, multi-use spaces.This will allow for better accommodation of activities that struggle to compete for quality indoor gymnasium space, such as volleyball for young women.
- Provide multipurpose activity spaces for individuals and groups of all ages to play, study, learn, connect, and grow.
- Design spaces and services which provide necessary and appropriate levels of comfort and accessibility.
- Investigate, identify, prioritize, and remedy deficiencies which came up through the information gatheringprocess.

These goals, and the design of the expansion, were based on data and information collected through a public engagement process. The design firm utilized six avenues to gather input: Facility Mission Statement, Building Systems Assessment, Facility Use Data, Stakeholder Input, Intercept Interviews, Online Survey Results. Additional information and data can be found in the Pre-Design Report: https://www.cityofmadison.com/parks/documents/projects/WPCRC%20Expansion%20Pre-Design%20FINAL%20Report.pdf

The addition of a Facility Maintenance Worker will ensure that the goals of the public can come to life, as the additional space, with its multi-purpose uses, will require staff time and attention to move furniture, configure rooms properly, ensure the building is functioning properly, and is clean and welcoming for all users.

Part 3. Budget Estimate

Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.

	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$39,136.50	$78,273
# of FTEs	1.0	1.0
Supplies:	$Click or tap here to enter text.	$Click or tap here to enter text.
Purchased Services:	$Click or tap here to enter text.	$Click or tap here to enter text.
Total	$39,136.50	$78,273

Explain the assumptions you used to estimate costs:

Personnel costs are established using the Employee Cost Calculator for a 1.0 FTE Facility Maintenance Worker (CG 16/09) at Step 1. The estimate is for 6 months salary for 2026, with it annualized for 2027 and beyond. Supplies and purchased services were increased for the Parks Division to address these needs through the 2025 Cost to Continue exercise.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Parks Land and Facilities Maintenance

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request. ☒ Funding operating expenses for a new City facility that is not included in the base budget ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? **Overview** The Parks Division is seeking supplemental funding to support the operations and maintenance of the new Imagination Center at Reindahl Park (ICRP). With the opening of the building slated for the fall of 2026, the building will be operational only one-third of the year. The Parks Division expects the first year of expenses to be lower than ongoing costs as much of the building will be under warranty for the first year. It should also be noted that the Parks Division currently supports the Reindahl Park shelter, which is only open for the summer season, while the new facility will be open year-round. The proposed estimates account for this partial year's increase in service. The Imagination Center is unique in that it is a shared building between the Parks Division and the Library. Therefore, the two agencies have discussed how to share the costs. For many maintenance elements, each agency will take care of their respective "side" of the building. Some elements will be more efficiently performed by contracting to a third party as is currently done at other Library locations, and for those contracts the two agencies have mutually agreed to a percentage split of the cost of the contract.

Much of the work will need to be performed by full-time Parks facilities staff, however, the addition of one building will not require a new full-time person. Instead, Parks is requesting additional hourly staff to support the Parks Operations and Facilities teams in offsetting the additional workload.

Additional duties associated with the new building include facilities maintenance and support (e.g., plumbing, electrical, HVAC, AED maintenance), customer support for year-round reservations, trash removal, snow removal, restroom and pavilion cleaning and supplies.

Personnel costs are for hourly staff, approximately 205 annual hours of which will offset Facilities teamwork, 462 annual hours of park-specific work, such as cleaning, landscape maintenance, snow removal of park paths, and reservation prep due to anticipated increased year-round use.

Supplies costs encompass facilities supplies, such as electronic door repair, restroom supplies, landscape supplies, snow removal supplies, cleaning supplies.

Services for 2026 include a portion of the snow removal contract. The Library patrons will require a higher level of snow removal service than the park pavilion, but we will create efficiencies by having one provider address the egress of the entire building. The Parks budget will cover 20% of the snow removal contract. This is necessary due to the hours of operation of and required level of service for Library access being significantly different from typical park facilities. These enhanced services pertain only to the parking lot and walks immediately adjacent to the new ICRP, not the rest of the existing park spaces.

Future cost to continue purchased services expected to be needed in 2027, though not appearing in this supplemental request, include building and window cleaning, building security system contract, HVAC contract, and fire protection contract.

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

The number one performance measure for the care of the park portion of the new facility will be customer satisfaction, as well as the number of reservations compared to the original park facility.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The new building will provide enhanced services, including a year-round park shelter, for the east side in a neighborhood that is near an NRT (Sanburg) that utilizes Reindahl Park. The additional staffing is needed to ensure a welcoming, functional, desirable space for year-round indoor community events, family gatherings, and educational opportunities.

Part 3. Budget Estimate		

Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.

	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$4,910.15	$14,730
# of FTEs	220 Hours	667 Hours
Supplies:	$5,775	$17,500
Purchased Services:	$990	$3,000.00
Total	$11,675	$35,230.46

Explain the assumptions you used to estimate costs:

Personnel costs are estimated at 667 hours of seasonal staff at a fully burdened cost of $22.10 per hour. The 2026 request is for one-third of the year that the building is expected to be open.

Supplies cover one third of the costs that the Parks Division expects to incur for supplies such as cleaning supplies, restroom supplies, repair supplies, electronic door repair supplies, AV repair supplies, and landscaping supplies.

Purchased services for 2026 is the Parks Division's share of the cost for the contract for increased snow removal response.

Sewer

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Sewer Utility	61,532,079	59,056,110	58,371,688	63,020,990	63,020,990	65,757,810
Total	**$ 61,532,079**	**$ 59,056,110**	**$ 58,371,688**	**$ 63,020,990**	**$ 63,020,990**	**$ 65,757,810**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Sewer Engineering And Admin	24,218,995	17,901,737	16,577,702	18,651,455	18,817,570	19,425,064
Sewer Operations	37,313,084	41,154,372	41,793,985	44,369,535	44,203,420	46,332,746
Total	**$ 61,532,079**	**$ 59,056,110**	**$ 58,371,688**	**$ 63,020,990**	**$ 63,020,990**	**$ 65,757,810**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(11,216)	-	-	-	-	-
Charges For Services	(55,414,261)	(57,313,410)	(55,231,025)	(61,011,490)	(61,011,490)	(63,733,310)
Licenses And Permits	(21,919)	(12,700)	(43,821)	(19,500)	(19,500)	(34,500)
Fine Forfeiture Asmt	53,896	(780,000)	(1,573,217)	(790,000)	(790,000)	(790,000)
Invest Other Contrib	(1,675,252)	(900,000)	(1,493,150)	(1,150,000)	(1,150,000)	(1,150,000)
Misc Revenue	(9)	-	(79)	-	-	-
Other Finance Source	(4,428,424)	(50,000)	8,679	(50,000)	(50,000)	(50,000)
Transfer In	(34,893)	-	(39,074)	-	-	-
Total	**$ (61,532,079)**	**$ (59,056,110)**	**$ (58,371,688)**	**$ (63,020,990)**	**$ (63,020,990)**	**$ (65,757,810)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,096,513	3,735,057	3,551,291	3,959,484	4,197,470	4,183,723
Benefits	1,357,231	1,661,485	1,213,707	1,766,287	1,784,867	1,797,428
Supplies	324,716	375,500	293,843	380,500	380,500	383,000
Purchased Services	35,356,761	37,757,740	40,405,760	40,765,273	40,783,705	43,130,731
Debt Othr Financing	18,605,745	11,574,298	10,038,961	12,345,939	11,904,339	12,295,419
Inter Depart Charges	3,034,553	3,409,830	3,110,909	3,298,507	3,435,109	3,433,109
Inter Depart Billing	(408,053)	(495,000)	(411,544)	(495,000)	(495,000)	(495,000)
Transfer Out	164,614	1,037,200	168,761	1,000,000	1,030,000	1,029,400
Total	**$ 61,532,079**	**$ 59,056,110**	**$ 58,371,688**	**$ 63,020,990**	**$ 63,020,990**	**$ 65,757,810**

TO: Mayor Rhodes-Conway
FROM: Jim Wolfe, City Engineering
DATE: July 18, 2025
SUBJECT: Engineering Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The Sewer Utility is responsible for the inspection, planning, design, evaluation, construction, and maintenance of the City's sanitary sewer collection system. The sanitary sewer collection system includes over 800 miles of sewer main, 33 lift stations, and 20,000+ sanitary sewer access structures. Every day, this system transports 25 million gallons of wastewater to the Nine Springs Wastewater Treatment Plant where it treated before being safely released back into the environment.

The Sewer Utility's goals are:

- Convey wastewater from Madison customers to the Nine Springs Wastewater Treatment Plant with minimum inflow, infiltration, or exfiltration, and maintaining adequate capacity within the system to reliably serve customers.
- Prevent sanitary sewer overflows and the potential resulting public health and environmental hazards.
- Reduce inconvenience and damage by responsibly handling service interruptions.
- Eliminate claims and legal fees related to sewer back-ups by providing immediate, concerned and efficient service to all emergency calls.
- Protect municipal investment by increasing the useful life and capacities of the system and parts.
- Perform all activities safely and avoid injury.

The key goals of the 2026 work plan include replacement of aging infrastructure, such as sanitary sewer mains, structures, and lift stations. Additionally, the Sewer Utility is continuing to implement our trenchless rehab program, which allows us to extend the useful life of our infrastructure cost effectively, and with reduced emissions that come with complete reconstructions. Our preventative maintenance program has been very effective at reducing the number of sewer back-ups experienced by our customers. Over the last 5 years, we have averaged fewer than 10 sewer main back-ups; depending on the benchmark used, this is at least 1/6th of what would be expected for a system our size. We continue to leverage our new technologies to improve our asset management goals and priorities, along with improving efficiency throughout the design, construction, and maintenance processes. The 2026 operating budget will support all of these efforts towards achieving the overall goals of the agency.

The goals will be monitored by continuing to track the number of sewer back-ups, along with the linear feet (miles) of sewer mains rehabbed or reconstructed. New technology implemented by the Sewer Utility is also allowing us to better inspect and rate the existing conditions of our facilities to help prioritize areas in need of investments before a costly emergency response is needed.

Enterprise Agencies (if applicable)

With this proposed budget, the Sewer Utility is proposing a 4.5% increase to rates for 2026, with 67% of that rate increase (approximately 3%) being attributed to rate increases for treatment charges by Madison Metropolitan Sewerage District, and the remainder primarily being debt service for capital projects and for improvements in asset management. In total, this amounts to an estimated increase of approximately $1.75/month for the average customer.

To help manage and limit rate increases, the sewer utility is consistently working to find more cost-effective ways to manage our system. For example, as the sewer system within the City continues to age, we have expanded our trenchless rehab program, allowing us to address aging infrastructure without the more costly, open-trench sewer reconstructions. Improved technologies to more accurately and efficiently identify defects in our system will allow us to better prioritize major investments. The Sewer Utility is also involved in the expanded use of Autodesk Construction Cloud in Engineering, and this platform will improve collaboration and eliminate redundant, manual tasks, improving efficiency and reducing the need to add staff as the City's population, and our sewer collection system to serve that population, continue to grow.

The Sewer Utility is also a partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program was new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reallocations and Other Changes
Engineering has submitted a request for a budget neutral proposed position reclassification. This position is not fully funded out of the Sewer Utility but does have a Sewer Utility allocation. This position will also appear within the other relevant proposed Operating Budgets for Engineering. As the existing position has been challenging to fill, onboard, and keep filled, and given our expanded use of technology and data to more effectively and efficiently plan our work, this position change will be a more effective use of resources and will help create efficiencies within our processes to ensure that the data being generated and used is accurate, and that data can be efficiently utilized by all platforms.

- Recreate Street & Sewer Machine Operator 1 (15/04) as CAD Specialist 2 (18/08).

One other significant change with this budget request, which is also included on the service proposal form, is the addition of funding of consultant services to prepare a city-wide model of the City's sewer system. Currently, it is difficult to monitor the capacity of the sewer mains within the system, and much of what is known about the capacity of the mains is based on assumptions in water use and areas served, or from televising sewer mains, which is done approximately once every 10 years for each main. An important factor in providing reliable sewer service to our customers and having a comprehensive asset management program is having an understanding of where there are currently capacity deficiencies or where those could be encountered in the near future. This is especially important as the City continues to grow.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	SEWER
Enter your Service:	Sewer Engineering and Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: This service is responsible for the inspection, planning, design, evaluation, and construction of the City's sanitary sewer collection system. The sanitary sewer collection system includes 809 miles of sewer main, 33 lift stations, and more 20,000 sanitary sewer access structures. The Sanitary Sewer Utility reviews and inspects permits related to sanitary sewer system excavation and plugging. The Sanitary Sewer Utility also collects sewer area connection fees as well as impact fees related to municipal sewer improvements The Sanitary Sewer Utility also administers the billing for both restaurant properties and industrial properties, which produce higher strength wastewater and are therefore customers paying higher rates. The Sanitary Sewer Utility consistently implements measures to reduce inflow and infiltration (I&I); one of these measures is lining of approximately 9 miles of sanitary sewer per year. The Sanitary Sewer Utility also completes all regulatory reporting requirements with City's Capacity, Management, Operation and Maintenance (CMOM) for the Wisconsin Department of Natural Resources (WDNR).	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)	
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service	

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

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2110 - SEWER UTILITY	51 - SALARIES	-$306,374	Primarily due to realloc other pay types that were all put in Service 831 for CTC but really belong in both services
2110 - SEWER UTILITY	54 - PURCHASED SERVICES	+$517,420	Primarily due to the $500k addition for a Citywide Sewer Model; also +$15,000 for Backwater Valve Rebates which previously were in the Capital Budget
2110 - SEWER UTILITY	56 - DEBT OTHR FINANCING	-$850,770	Reflects current debt schedules
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	+$773,608	Increase to Customer Revenue primarily due to slight increase in Reserves Generated for Capital and Citywide Sewer Model
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes to salaries, debt financing, and charges for services will enable us to continue current service levels.

Funding a citywide sewer model will allow us to more efficiently and effectively plan and prioritize sewer reconstruction and extensions to assure adequate capacity for proposed and future developments. The model will result in a higher level of service to private developers needing this information for planning and design.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	SEWER
Enter your Service:	Sewer Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☐No – No change to activities ☒Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of 809 miles of sewer main and more than 20,000 sanitary sewer access structures. This system is supported by 33 lift stations and transports 25 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP).	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2110 - SEWER UTILITY	51 - SALARIES	+$292,626	Primarily due to realloc other pay types that were all put in Service 831 for CTC but really belong in both services
2110 - SEWER UTILITY	54 - PURCHASED SERVICES	+$1,826,606	Primarily due to projected increase in treatment charges from MMSD. Projection is based on average rate increases and loadings from recent years
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	+$1,948,212	Increase in Customer Revenue to cover increase in treatment costs
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed changes to salaries are to more accurately allocate costs. Rate increases are required to fund increased costs which are primarly the result of increased treatment fees assessed by MMSD. The proposed changes will enable to maintain our current level of service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☒ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Recreate position number 4592 as a CAD Specialist 2 in Comp Group 18, Range 08. Note that Engineering met with Human Resources to review this request prior to submitting budget request.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Position # 4592 is currently classified as a Street & Sewer Machine Operator 1 in Comp Group 15, Range 4. Our utility operations team been operating at less than full-staff since COVID. We have maintained our service levels by reducing some discretionary work (eg billable sewer cleaning and CCTV inspection performed for external agencies, building demolitions, etc.). As such, recreating position #4592 as a CAD Specialist 2 will not adversely impact our utility operations service levels.

The new CAD Specialist 2 position will absorb some functions currently being performed by design engineers thus allowing them to focus on design and project management activities. The new CAD Specialist 2 position will also perform activities that we need to do but do not have capacity with existing staff to accomplish. Key among these activities is the ongoing development and maintenance of CAD design standards and templates to allow for ingestion of that data by our construction management platform, GIS, and computerized maintenance management system. Our goal is to eliminate redundant and manual effort, streamline work flows, and provide a higher level of service to contractors, developers, and internal users, while utilizing and generating accurate data.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

No impact on equity goals

Stormwater

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Stormwater Utility	45,846,038	21,999,025	22,793,030	22,540,563	22,540,563	23,455,558
Total	**$ 45,846,038**	**$ 21,999,025**	**$ 22,793,030**	**$ 22,540,563**	**$ 22,540,563**	**$ 23,455,558**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Stormwater Engineering And Adm	42,128,618	17,420,096	19,057,093	17,477,775	17,537,608	18,090,973
Stormwater Operations	3,717,420	4,578,928	3,735,937	5,062,789	5,002,956	5,364,584
Total	$ 45,846,038	$ 21,999,025	$ 22,793,030	$ 22,540,563	$ 22,540,563	$ 23,455,558

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(1,122,481)	-	(2,419)	(1,250)	(1,250)	(2,400)
Charges For Services	(20,094,631)	(20,881,985)	(21,467,708)	(21,116,298)	(21,116,298)	(22,030,274)
Licenses And Permits	(700)	(2,000)	(1,100)	(2,000)	(2,000)	(2,000)
Fine Forfeiture Asmt	(302,020)	(555,040)	(281,077)	(555,040)	(555,040)	(555,040)
Invest Other Contrib	(806,760)	(360,000)	(800,131)	(715,000)	(715,000)	(715,000)
Misc Revenue	(33,389)	-	(15,324)	(975)	(975)	(844)
Other Finance Source	(21,479,411)	(200,000)	418,154	(150,000)	(150,000)	(150,000)
Transfer In	(2,006,646)	-	(643,426)	-	-	-
Total	**$ (45,846,038)**	**$ (21,999,025)**	**$ (22,793,030)**	**$ (22,540,563)**	**$ (22,540,563)**	**$ (23,455,558)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	3,282,082	4,198,867	3,243,800	4,308,552	4,625,521	4,627,734
Benefits	1,488,703	1,622,748	1,141,292	1,738,333	1,787,104	1,798,938
Supplies	395,278	398,200	335,423	430,000	430,000	442,900
Purchased Services	2,508,071	2,886,428	2,314,960	2,882,546	3,013,733	3,040,475
Debt Othr Financing	37,556,631	11,026,512	15,108,481	11,195,399	10,605,034	11,686,940
Inter Depart Charges	1,040,953	1,254,071	1,092,133	1,210,733	1,274,170	1,289,170
Inter Depart Billing	(425,996)	(425,000)	(449,687)	(425,000)	(425,000)	(460,000)
Transfer Out	316	1,037,200	6,629	1,200,000	1,230,000	1,029,400
Total	**$ 45,846,038**	**$ 21,999,025**	**$ 22,793,030**	**$ 22,540,563**	**$ 22,540,563**	**$ 23,455,558**

Department of Public Works

Engineering Division

James M. Wolfe, P.E., City Engineer

City-County Building, Room 115
210 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
Phone: (608) 266-4751
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engineering@cityofmadison.com
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Assistant City Engineer
Bryan Cooper, AIA
Gregory T. Fries, P.E.
Chris Petykowski, P.E.

Deputy Division Manager
Kathleen M. Cryan

Principal Architect
Amy Loewenstein Scanlon, AIA

Principal Engineer 2
Janet Schmidt, P.E.

Principal Engineer 1
Kyle Frank, P.E.
Mark D. Moder, P.E.
Fadi El Musa Gonzalez, P.E.
Andrew J. Zwieg, P.E.

Financial Manager
Steven B. Danner-Rivers

TO: Mayor Rhodes-Conway
FROM: Jim Wolfe, City Engineering
DATE: July 18, 2025
SUBJECT: Engineering Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget (All Agencies)

The Stormwater Utility provides services for planning, design, review, construction, and maintenance of the City's storm system. The storm system includes 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 88 miles of open channels (both ditches and greenways), ~300 wet and dry detention ponds, and 600+ biofiltration devices and raingardens, along with a variety of other treatment devices, such as catchbasins, screen structures, etc.

The Stormwater Utility's goals are to:

- Reduce flooding and improve the quality of our lakes and streams.
- Increase our resiliency and ability to recover from more frequent, intense wet weather events resulting from climate change.
- Assure compliance with the Wisconsin Pollutant Discharge Elimination System discharge permit and enforce the technical aspects of the City's Municipal Governing Ordinance Chapter 37.
- Provide habitat for pollinators and other wildlife and improve biodiversity

A key focus of the Stormwater Utility's work plan is the continuation of the Watershed Study program. This program is working to identify the potential for flooding city-wide through public engagement and stormwater modeling, which is a more equitable approach than solely relying on complaints to identify problematic areas. The studies then include proposed solutions to help address anticipated flooding issues in each watershed, including reducing the number of structures potentially flooded and impacts to streets, especially along key transit and emergency vehicle corridors. These studies will help guide priorities for future capital investments to help make our City more resilient to the impacts of climate change.

Under capital projects, the stormwater utility has installed a number of stormwater treatment devices (structures, infiltration basins, etc.), which help reach the regulatory requirements on removing phosphorus and suspended solids from stormwater. All of these devices require maintenance to ensure they're functioning properly, and this Operating Budget provides the necessary resources to continue that work. This Operating Budget also covers the costs to continue the City's street sweeping program, and this has proven to be another effective measure to help reach those regulatory requirements.

Enterprise Agencies (if applicable)

With this Operating Budget, the Stormwater Utility would propose a 2% increase to rates for 2026, which is an increase of approximately $0.25/month for the average customer. The primary reason for this increase is increased debt service. The Stormwater Utility continues to work towards finding efficiencies, and being mindful of long-term operating costs related to the maintenance of stormwater infrastructure installed with capital projects. Additionally, the Stormwater Utility is also working within the Engineering Division to expand our use of the Autodesk Construction Cloud technology to help improve efficiency and reduce redundant, manual tasks.

The Stormwater Utility is partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program was new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reallocations and Other Changes
Engineering has submitted a request for a budget neutral proposed position reclassification. This position is not fully funded out of the Stormwater Utility but does have a Stormwater Utility allocation. This position will also appear within the other relevant proposed Operating Budgets for Engineering. As the existing position has been challenging to fill, onboard, and keep filled, and given our expanded use of technology and data to more effectively and efficiently plan our work, this position change will be a more effective use of resources and will help create efficiencies within our processes to ensure that the data being generated and used is accurate, and that data can be efficiently utilized by all platforms.

- Recreate Street & Sewer Machine Operator 1 (15/04) as CAD Specialist 2 (18/08).

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	STORMWATER
Enter your Service:	Stormwater Engineering and Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**.   Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major.   • Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level.   • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2120 - STORMWATER UTILITY	51 - SALARIES	-$359,090	Primarily due to realloc other pay types that were all put in Service 841 for CTC but really belong in both services
2120 - STORMWATER UTILITY	52 - BENEFITS	+$11,364	Inc to WRS/FICA for non salary pay items
2120 - STORMWATER UTILITY	56 - DEBT OTHR FINANCING	+$632,670	Estimated increase to debt service for 2025 bonds
2120 - STORMWATER UTILITY	57 - INTER DEPART CHARGES	+$13,630	Increase to Inter-D Water charges to reflect current cost of service
2120 - STORMWATER UTILITY	59 - TRANSFER OUT	-$200,000	Reduction in estimated transfer to Capital needed to cover the cost of assessments which are levied to properties but most often not paid for several years
2120 - STORMWATER UTILITY	43 - CHARGES FOR SERVICES	+$613,330	+$50,000 increase to Revenue from Billing (43710) reflected of recent actuals; +$563,330 increase to Customer Revenue primarily due to increase debt service
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed change to salaries are to more accurately allocate costs. This service account for approximately 2/3 of a 2% rate increase required primarily to fund increased debt service. The proposed changes will enable us to maintain our current level of service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	STORMWATER
Enter your Service:	Stormwater Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2120 - STORMWATER UTILITY	51 - SALARIES	+$361,303	Primarily due to realloc other pay types that were all put in Service 841 for CTC but really belong in both services
2120 - STORMWATER UTILITY	54 - PURCHASED SERVICES	+$23,986	Primarily due to +$10,000 for doing pond surveys and +$22,500 for increase in USGS agreement
2120 - STORMWATER UTILITY	58 - INTER DEPART BILLING	+$35,000	Increase to Inter-D Billing to Metro to better reflect recent actuals for bus stop snow removal costs
2120 - STORMWATER UTILITY	43 - CHARGES FOR SERVICES	+$301,795	Increase in Customer Revenue to cover the items above
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed change to salaries are to more accurately allocate costs. This service account for approximately one-third of the proposed 2% rate increase required and will enable us to maintain our current level of service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes have no impact on our Equity Action Plan.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Streets

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	27,314,587	27,567,351	28,251,048	28,844,578	29,899,093	29,899,093
Other Restricted	9,649,129	10,690,182	11,555,975	10,903,759	10,864,546	10,948,546
Stormwater Utility	3,912,027	4,393,583	3,963,489	4,544,490	4,544,490	4,186,396
Total	**$ 40,875,742**	**$ 42,651,116**	**$ 43,770,512**	**$ 44,292,826**	**$ 45,308,130**	**$ 45,034,036**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Forestry				6,039,867	6,694,749	6,397,011
Recycling	*Service history not shown due to Results Madison*			11,313,895	8,684,566	11,526,521
Right Of Way Maintenance	*service restructure. Services listed here started January*			7,747,096	6,673,660	7,577,850
Snow And Ice Control	*1, 2025.*			8,574,159	14,871,669	8,788,125
Solid Waste Management				10,617,809	8,383,485	10,744,529
Total	**$ 40,875,742**	**$ 42,651,116**	**$ 43,770,512**	**$ 44,292,826**	**$ 45,308,130**	**$ 45,034,036**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(10,400)	(5,000)	(5,200)	(5,000)	(5,000)	(5,000)
Charges For Services	(384,574)	(265,000)	(4,156,250)	(265,000)	(205,000)	(205,000)
Misc Revenue	(113,892)	(89,990)	(88,345)	(89,990)	(89,990)	(89,990)
Transfer In	-	-	(18,533)	-	-	-
Total	**$ (508,866)**	**$ (359,990)**	**$ (4,268,328)**	**$ (359,990)**	**$ (299,990)**	**$ (299,990)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	16,090,412	17,522,159	17,053,762	18,291,384	19,027,070	19,018,723
Benefits	6,143,654	6,312,966	6,382,948	6,498,006	6,519,467	6,535,467
Supplies	1,901,638	2,043,501	2,001,961	2,069,104	2,069,104	2,069,104
Purchased Services	4,103,855	4,772,216	4,173,827	4,645,812	4,734,425	4,728,725
Debt Othr Financing	-	-	1,112,580	-	281,847	-
Inter Depart Charges	12,918,251	12,370,264	13,284,191	13,158,510	12,986,207	12,992,007
Inter Depart Billing	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer Out	236,798	-	76,082	-	-	-
Total	**$ 41,384,608**	**$ 43,011,106**	**$ 44,075,350**	**$ 44,652,816**	**$ 45,608,120**	**$ 45,334,026**

TO:	Mayor Rhodes-Conway
FROM:	Charlie Romines, Streets & Urban Forestry Supt.
DATE:	July 18, 2025
SUBJECT:	Streets Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Goals of Agency's Operating Budget

The 2026 Streets Division workplan and budget request continues the theme of incorporating the realities of providing basic services to a fast-growing City with little to no available budget growth to match. Recent service adjustments such as ending Large Item residential collections to properties with over 8 units have provided some relief to the growing service provision stress as has the 2025 addition of 2 FTE to keep up with the growing demand placed on our curbside trash and recycling cart-based service. We continue to struggle to recruit and retain needed staffing levels and are implementing a trainee program to hopefully alleviate some of that stress. As the 2026 budget is largely a cost to continue budget and as an agency providing primarily basic City services our 2026 workplan will largely remain unchanged as we look to educate our residents on our service standards, adjust available staffing on a daily basis to prioritize what needs to be done and open our center city drop off site behind the Olin Ave Transfer station.

We have developed comprehensive data tracking for a number of services through the "Results Madison" program. Key indicators measure performance primarily in the services of Snow and Ice (salt usage, hours to complete Citywide General Plows), trash and recycling (tonnage, good recycling %, time on routes) and Urban Forestry (planting, pruning and storm response) to name a few. These indicators mostly measure our performance over time in a year over year tracking and reporting format.

99.25% Budget for General, Library, and Fleet Funds

The Streets Division has been managing the 99% budget for the last few years by tacking the extra required savings onto our already large (over $420K) salary savings target. We don't have many meaningful ways to otherwise meet these budget targets. With the welcome relief of .25% of our funding (approx. $72K) being restored we intend to largely use this funding to reduce our effective salary savings amount and hire new staff a little quicker than we have been able to in recent years, allowing fewer days of trading off, which services need to be sacrificed to prioritize others.

Special Charges

UFSC (Urban Forestry Special Charge) – We won't have the updated customer list until September, but we have no reason to believe it won't continue to grow. We are proposing in this budget the reclassing of two positions which will be covered in the below section. In total, with the information we have currently available we are not expecting the need to increase the UFSC rate for 2026, which stands at $7.56 per month for residential customers.

RRSC (Resource Recovery Special Charge)– Same issue with updated customer lists as with the UFSC. We propose adding the Capital View Farmers Market with our current partner Sustain Dane. Capital View would be our fourth geographically dispersed market where we are offering a food scrap drop off program joining the South Madison farmers market, Eastside farmers market and the Westside Community Market. At the South Madison market, we will increase the dates to match the others as the program continues to grow in popularity across the current locations. Our additional funding request is

$18k and in total should prevent over 25 tons of food scraps from being landfilled. This is in line with the City's waste reduction and sustainability goals. We are also requesting $7k to hire a summer intern focused on education and outreach for proper recycling as our residual garbage in recycling remains stubbornly high at around 19%. The overall value of our recycling is off its peak highs from 2020-2023 but continues to be high. We intend to continue to apply $25k per month for those elevated recycling revenues toward our processing costs in 2026, a strategy we began in 2025. This should continue to hold overall rates for our customers largely in check even with the modest increases in additional costs listed above. The RRSC charge currently sits at $3.56 monthly, which was down from $3.95 per month in 2024.

Reallocations and Other Changes

Streets and Urban Forestry is proposing two reclassifications affecting three people and the creation of Arborist Leadworker positions. The following has been reviewed and approved by Human Resources for inclusion in the budget process. As the City continues to grow in residents, tree count, development and expectations of professional representation of urban forest interests at community meetings, interactions with developers and with other City agencies, we feel the need to propose an overdue reconsideration of our staffing model. These modest proposed changes allow us to better meet the growing and evolving needs of our urban forest, those who care for it, about it and need to navigate it to build infrastructure and continue to bring exciting and needed development to our city. First, we are proposing reclassing the Forestry Operations Supervisor (18-8) to a working title of Assistant City Forester (18-10). Second, we are proposing moving the Tree Trimmer Forepersons (2) from 18-5 to an 18-7 supervisor and adding Arborist Leadworkers (16-14) to our staffing model. The two proposed Arborist Leadworkers will come from internal staff with the underlying positions eliminated thereby not adding to the FTE count in 2026. The total of this change is approx. $35k and we anticipate covering this without adding to the UFSC rate due to growth, other savings and minor internal budget reallocations.

Supplemental Request – Olin Ave Drop Off opening

The Streets Division is excited to see the Olin Ave Drop Off Site construction currently underway. This project has been anticipated but delayed for several years and will bring a full service drop off site to the center of our city for the first time since the Badger Rd site was relocated to the Southpoint\ Far West site in 2021 due to safety and logistics concerns. Since 2021 the Olin Ave Transfer and Brush Reduction site has operated a modified drop off site only available weekends and a few weeknights during the summer season only. Streets is proposing to fully open this site in the spring of 2026 with the same scheduled year-round availability as the Sycamore and Southpoint sites. Our public drop-off sites continue to grow in popularity with over 225,000 visits per year. Additionally with the opening of this Olin Ave site we will be able to install our all-electric low speed construction grinder which will convert thousands of tons of "bad wood" from our large item collections, for which we currently pay to landfill, into material the landfill will take for free as they have alternative uses for the material in their operations. To accomplish this the Streets Division is requesting the addition of two FTE, a Machine Operator I and an Operations Maintenance Worker. L236 has already agreed to a schedule modification to allow us to grind wood during low-rate electricity hours. The combined cost for the two positions with benefits is $168k. We propose paying for the positions without General Fund support as follows:

- Eliminating the acceptance of private haulers from our brush processing program. We currently incur $210k in costs from processing private brush against revenue of $85k netting $125k in savings from discontinuing this service. Other non-city funded options exist for private contractors to properly dispose of their brush and wood. Importantly, the $210k in costs saved includes Fleet charges as well as fuel and maintenance of the equipment, not permanent wages.
- The eligible cost of the two positions to place on the RRSC due to their performance of drop-off site and recycling duties would be 35% or $59k, at a monthly cost of about 6 cents or less added to the RRSC rate.

When the above is added together the two positions are fully funded with an additional $16k in cost savings to the General Fund. The existing seasonal funds from the operation of the modified site will be used to cover the evenings and most of the weekend hours at the site during the summer schedule. Street's intention is to run all three sites with the same hours of operation. If our request is accepted, all three sites will run the hours that Sycamore and Southpoint have run since 2021, closed Sundays and Wednesdays but with extended evening hours on Tuesdays and Thursdays during the summer schedule and remain open four days per week in the winter. If the request can't be granted, we will reduce the Southpoint and Sycamore site availability and shift those existing resources around to operate all three sites at a further reduced schedule to meet resource availability.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Foresty
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
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☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

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2026 Operating Budget
Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Recycling
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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Select	Select	Enter $.	Click or tap here to enter text.
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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☐Yes – Includes proposed change to # of FTEs

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Click or tap here to enter text.

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Click or tap here to enter text.

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Service Budget Proposal Form

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Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Right of Way Maintenance
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Snow & Ice Control
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

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If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Solid Waste Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
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If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the [2025 Employee Compensation Calculator](#) to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Supplemental Request Form

The 2026 budget will have limited capacity to fund supplemental budget requests. Agencies may submit a supplemental request if they meet one of the following criteria:

1. Funding operating expenses for a new City facility that is not included in the base budget, or
2. Funding ongoing costs associated with one-time revenues that will no longer be available.

Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

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

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	Drop Off Sites

Part 2. Supplemental Request
Request Criteria: Supplemental requests must meet one of the following criteria. Select the one that best describes your request.   ☒ Funding operating expenses for a new City facility that is not included in the base budget   ☐ Funding ongoing costs associated with one-time revenues that will no longer be available
Proposal Description: Describe your supplemental proposal. Why is this needed in the 2026 budget? What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?   Reallocation of resources is the rationale behind no longer processing private wood from private haulers. We will recognize a net savings of $125k from discontinuing this service provided primarily to private tree care companies and landscapers. We are proposing to reallocate these savings along with the seasonal dollars from the operation of this site in its minimized form toward the operation of the new fully functioning site. Currently the temporary site operates in the summer season only for 26 hours weekly versus 44 weekly summer hours at our other two facilities plus 28 weekly hours in the winter. Details in the Budget Estimate below show how we propose paying for the request. Of note, a portion of the additional staffing will be used to operate our new all electric low speed grinder at the Olin site which will convert some material we currently pay $53 to landfill to $0 as the landfill has expressed a desire for more cover material than we can currently provide. Additional savings are expected though at this time difficult to forecast.

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

We currently track the types and amounts of materials that come to our sites. We'd expect to see an uptick in materials in and a decrease in materials landfilled due to increased recycling and the aforementioned low speed grinder converting tonnage to be landfilled instead to be used as landfill cover at no charge to the City.

Equity and Quality of Life: Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Providing equitable access to Streets Division drop off services requires three sites given the growth of our City. In 2021 we moved the center city Drop Off location out of Badger Rd due to safety concerns as the sites growing use created a number of logistical and safety concerns in a very cramped yard that Streets shares with Engineering. The drop off was moved to the Far West Southpoint location where it has become very popular. We have operated a temporary center city site at the Olin Ave Transfer Station with significantly reduced hours and services a few evenings a week as well as a weekend schedule. Construction is currently underway on a new, full service drop off site for the center city with a dedicated entrance located behind the brush reduction and transfer station at Olin Ave to serve the center city. In order to provide the same level of service and access at this facility as the other two this supplemental request is required otherwise with current resources hours will need to be scaled back across all three sites to absorb the new facility and balance hours and access across all three sites.

Part 3. Budget Estimate		
Provide the estimated cost for the supplemental proposal below. Include estimated costs for 2026 and the annualized cost for ongoing operations.		
	2026 Request	**Annualized Cost**
Personnel (include salaries and benefits):	$168,000	$168,000
# of FTEs	2	2
Supplies:	$0	$0
Purchased Services:	$0	$0
Total	$168,000	$168,000
Explain the assumptions you used to estimate costs:		

Estimates are based on the following position costs:
1 Street Machine Operator 1 (comp group 15/range 4)
1 Operations Maintenance Worker (comp group 15/range 7)

$168k in additional FTE staffing costs for the new site of which 35% ($59k) is covered by the RRSC which is consistent with other two sites leaving $109k to cover. Eliminating private wood brought by private haulers (1,500 tons) nets savings of $125k ($210k in processing expenses less $85k in revenue from the acceptance and resale of the wood) bringing a saving of $16k to the General Fund from this supplemental.

Water

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Water Utility	65,823,033	58,580,500	59,136,111	61,689,819	62,876,866	65,411,488
Total	**$ 65,823,033**	**$ 58,580,500**	**$ 59,136,111**	**$ 61,689,819**	**$ 62,876,866**	**$ 65,411,488**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Water Communications And Outre				285,269	305,314	305,314
Water Customer Service				3,077,498	3,229,497	3,295,256
Water Engineering	*Service history not shown due to Results Madison*			14,832,082	14,964,790	18,014,703
Water Finance And Admin	*service restructure. Services listed here started*			26,768,114	27,552,686	26,860,108
Water Operations & Maintenance	*January 1, 2025.*			10,168,122	10,391,961	10,382,440
Water Quality				1,626,147	1,592,240	1,691,677
Water Supply				4,932,586	4,840,377	4,861,989
Total	**$ 65,823,033**	**$ 58,580,500**	**$ 59,136,111**	**$ 61,689,819**	**$ 62,876,866**	**$ 65,411,488**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(56,795,541)	(56,974,500)	(56,174,057)	(56,693,144)	(56,693,144)	(59,375,000)
Fine Forfeiture Asmt	(347,301)	(230,000)	(343,362)	(293,000)	(293,000)	(305,000)
Invest Other Contrib	(2,381,196)	(860,000)	(2,080,920)	(1,090,000)	(1,090,000)	(1,685,000)
Misc Revenue	(979,237)	(516,000)	(451,569)	(920,000)	(920,000)	(1,671,000)
Other Finance Source	(5,185,808)	-	(30,292)	(2,693,674)	(3,880,722)	(2,375,488)
Transfer In	(133,950)	-	(55,912)	-	-	-
Total	**$ (65,823,033)**	**$ (58,580,500)**	**$ (59,136,111)**	**$ (61,689,819)**	**$ (62,876,866)**	**$ (65,411,488)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	9,530,736	10,519,597	10,209,985	11,132,117	11,982,584	11,999,837
Benefits	4,066,547	3,458,559	3,475,782	3,667,171	3,619,308	3,619,408
Supplies	1,960,732	2,620,622	1,811,453	3,032,174	3,048,899	3,361,861
Purchased Services	4,879,148	6,475,651	5,369,650	7,497,055	7,502,473	9,270,234
Debt Othr Financing	40,329,084	25,436,971	33,278,099	19,395,918	19,395,918	19,388,915
Inter Depart Charges	1,091,460	1,219,843	1,203,835	1,445,384	1,777,684	1,783,233
Inter Depart Billing	(2,674,044)	(2,550,742)	(2,845,913)	(2,110,000)	(2,110,000)	(2,910,000)
Transfer Out	6,639,371	11,400,000	6,633,220	17,630,000	17,660,000	18,898,000
Total	**$ 65,823,033**	**$ 58,580,500**	**$ 59,136,111**	**$ 61,689,819**	**$ 62,876,866**	**$ 65,411,488**

To:	Mayor Rhodes-Conway
From:	Krishna Kumar, General Manager
Date:	July 18, 2025
Subject:	Madison Water Utility 2026 Operating Budget Transmittal Memo
CC:	Deputy Mayor; Finance Director, Budget Manager

Major Goals

Madison Water Utility (MWU) is comprised of 7 core service lines; Water Communication and Outreach, Customer Service including Meter Shop, Water Engineering, Water Finance and General Administration, Water Operations & Maintenance, Water Quality and Water Supply. Our 2026 operating budget request seeks to fund these service lines to enable them to meet their desired goals:

- Communication and Outreach – inform, engage and educate the community about the Utility's sustainability and conservation efforts, programs, construction projects and general utility operations through a variety of outreach methods
- Customer Service and Meter Shop – generate accurate water consumption and billing data to ensure proper billing
- Engineering – use Asset Management and Water Master Plan to meet or exceed levels of service to our customers
- Finance and General Administration – provide accurate, reliable and transparent financial information to internal and external stakeholders while exploring ways to make utility rates affordable for all customers and generate water consumption and billing data to ensure proper billing
- Water Operations and Maintenance – maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high quality water for consumption and fire protection
- Water Quality – ensure the delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act
- Water Supply - monitor water supply system to ensure customers are provided with adequate quantity of high quality water for consumption and fire protection

2026 Revenue Projections for 2026 compared to 2025 adopted budget

MWU has based its 2026 operating revenues on a rate case submitted in December 2024 to Wisconsin Public Service Commission with anticipated approval in late 2025. The anticipated annualized rate increase is estimated to be under 8%. MWU continues to explore potential ways to address water affordability issues while staying within regulatory guidelines. MWU does not anticipate any major changes to our services based on revenue.

Major Changes in 2026 Operating Request

We are continuing to maintain or reduce expenses where applicable to build up our cash reserves. The following items were the largest changes from our 2025 Operating Budget to our 2026 Operating Budget request:

- Permanent Wages: increase of $868K mainly due to increase in permanent wages and the addition of two new proposed positions (Water Quality Supervisor at 18-9 and Accountant 4 at 18-12).
- Purchased Supplies: increase of $305K mainly due to cost increase in equipment supplies
- Purchased Services: increase of $1.427M mainly due to building improvements and increased cost in repair and maintenance work

Actual and Projected Fund Balances

Operating Fund Balance Summary (in $ Millions)				
	FY 2024 Actual	**FY 2025 Adopted**	**FY 2025 Estimate**	**FY 2026 Request**
Opening Fund Balance	12.2	18.9	18.9	16.6
Water Revenues	58.4	59	59	63
Operating Expenditures	-25.4	-31.1	-29.9	-33.5
Trans to Construction Fund	-6.8	-13	-11.2	-12.5
Reserved for Tank Coat Repaint	-0.8	-0.8	-0.8	-0.8
Trans to Bond Repmt Fund	-18.7	-19.4	-19.4	-19.4
Surplus (Deficit)	6.7	-5.3	-2.3	-3.2
Ending Fund Balance	18.9	13.6	16.6	13.4

c.c.   *Christie Baumel, Deputy Mayor*
   Christine Koh, Budget and Program Evaluation Manager
   Robert Mulcahy, Budget Analyst
   January Vang, Water Utility Finance Manager
   Kristine Jabas, Accountant 3

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Communications and Outreach
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to description ☐ Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

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Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	46 - INVEST OTHER CONTRIB	$20,000	Potential contributions or donations.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This change is needed to reflect the expected contributions and donations in 2026. There will not be a change in current service levels or result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Customer Service
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	$64,000	Increase in postage due to rising prices
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This increase is needed in order to accurately reflect the expected cost of postage with the increasing prices. There will not be a change in the current service levels and this will not result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed personnel changes are to correct the budgeted org codes for positions that had moved from one department to another department within the utility.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Engineering
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	$78,500	Includes increase for expected computers, expanded for new Telogs, and to account for change in ESRI licenising from maintenance to subscriptions.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$1,736,947	$1,600,000 of the increase is for tank painting expense that is expected to occur in 2026. The other portion is for increase in consulting services for the Master Plan, Asset Management Plan updates, and Emergency Response training/consulting.
2100 - WATER UTILITY	59 - TRANSFER OUT	$1,238,000	This is for the expected increase in the reserve amount that is to be used for the 2026 capital budget.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The overall increase is needed to cover the expected computer needs of the utility – hardware and software. In 2026 it is expected to have tank painting expenses, but funds have been put aside for that the past couple of years to cover the costs. There will not be a change in current service levels and this will not result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed personnel changes are to correct the budgeted org codes for positions that had moved from one department to another department within the utility.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Finance and Administration
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	43 - CHARGES FOR SERVICES	-$2,681,856	Increase in revenue due to expected rate increase.
2100 - WATER UTILITY	45 - FINE FORFEITURE ASMT	-$12,000	Late fees are expected to increase along with the rate increase.
2100 - WATER UTILITY	51 - SALARIES	$114,425	Addition of a new Accountant 4 position.
2100 - WATER UTILITY	56 - DEBT OTHR FINANCING	$7,003	Updated principal interest updated for 2026 payments
2100 - WATER UTILITY	58 - INTER DEPART BILLING	-$800,000	Expected increase for inter departmental billing for municipal services bills.
2100 - WATER UTILITY	46 - INVEST OTHER CONTRIB	-$615,000	Increase interest received to accurately represent what we have been receiving the past couple of years.
2100 - WATER UTILITY	47 - MISC REVENUE	-$751,000	Expected revenues increased mainly due to the expectation of receiving funds from a PFAS settlement.
2100 - WATER UTILITY	48 - OTHER FINANCE SOURCE	$1,505,234	This years fund balance applied represents the funds for the tank painting that have been put aside for the past three years that are now planning to be used in 2026.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Proposed changes is needed to account for increase additional accounting tasks. There will not be a change in current service level and this will not result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☒Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Addition of 1.0 FTE Accountant 4 position 18-14

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Currently, the Water Finance & Admin Manager directly supervises the preparation of the Water Utility's annual financial statements; prepares and provides to the external auditors the annual financial statements, and associated footnotes; reviews and submits the annual WI Public Service Commission (PSC) reports; and prepares and submits conventional rate cases to the PSC with help from external consultants and subsequently responds to multiple data requests from the PSC. Additionally, the Water Finance & Admin Manager reviews and submits the annual Water Utility budget to the Mayor's Office, which includes the preparation of both the fund balance statement and the cover memo. This position also directly supervises 7 employees and directs three external consultants. Due to increasing compliance and regulatory workload and to streamline the existing

workload, it is recommended to add a full-time Accountant 4 position who would prepare and provide the external auditors a) the annual financial statements, b) the associated footnotes, and c) review Management Discussion and Analysis; review and submit the annual WI Public Service Commission (PSC) reports. This new position will also supervise 4 employees. This request, if approved, would result in timely preparation and submission of critical regulatory statements, less reliance on external consultants, and more organized workflow, thereby allowing the Water Finance & Admin Manager to focus more on strategic financial planning and leadership for the Water Utility. It is proposed that this new position be classified at the 18/12 level.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

This personnel change will utilize the equitable hiring plan to ensure an equitable hire.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Operations and Maintenance
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	-$39,000	Reduction of expected overtime wages.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$29,830	Increase due to expected landscaping work at the Olin office building that is needed to meet requirements.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This change is needed to account for the expected landscaping costs at the Olin office building. There will not be a change in the current service level and it will not result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes

☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed personnel changes are to correct the budgeted org codes for positions that have moved from one department to another department within the utility.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Quality
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	-$52,533	Deleting position #3944 which is an 18/14 and creating a new position at 18/09 and making it a supervisor position. Also reducing overtime wages, and hourly wages.
2100 - WATER UTILITY	53 - SUPPLIES	$166,000	The costs increased due to the media (GAC) replacement/disposal two times a year at Well 15 PFAS treatment.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	-$14,030	The reduction is due expected decrease in costs for consulting services, conferences, and printing services. Trying to reduce some of these expense to off set the increase costs in supplies.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This change is needed for the 2026 budget for the bi-annual media (GAC) that is needed at Well 15 for the PFAS treatment. There is also a reduction in salaries for reclassifing a position and reducing overtime and hourly wages. There will not be a change in the current service levels. This will not result in the operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific enequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.

- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☐No – No change to # of FTEs
☒Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Addition of 1.0 FTE Water Quality Supervisor 18/09

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Recently, the Water Quality and Water Supply sections were combined into a Water Resources section. As a result of this merger, the current Water Resources Manager provides direct supervision to 18 staff members. It is requested to add a full-time Water Quality Supervisor position who will oversee seven existing staff, thereby reduce the supervisory workload of the Water Resources Manager and enable them to focus more on strategic planning & operational matters. It is proposed that this new position be classified at the 18/09 level.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

This personnel change will utilize the equitable hiring plan to ensure an equitable hire.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Supply
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	$10,462	Increases in furniture, software licenses, lab and photo supplies, and equipment supllies
2100 - WATER UTILITY	54 - PURCHASED SERVICES	$11,150	System and software increased.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The increases were due to inflation and to account for all of the software needs. There will be no change in current service levels and this will not result in operational efficiencies or savings.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The proposed personnel changes are to correct the budgeted org codes for positions that had moved from one department to another department within the utility.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

Metro Transit

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Metro Transit	68,682,277	72,118,811	74,000,658	77,425,165	83,885,619	84,551,929
Total	**$ 68,682,277**	**$ 72,118,811**	**$ 74,000,658**	**$ 77,425,165**	**$ 83,885,619**	**$ 84,551,929**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Bus Rapid Transit				208,088	-	-
Fixed Route	*Service history not shown due to Results Madison service*			70,906,306	77,487,024	78,087,933
Paratransit	*restructure. Services listed here started January 1, 2025.*			6,310,771	6,398,595	6,463,996
Total	**$ 68,682,277**	**$ 72,118,811**	**$ 74,000,658**	**$ 77,425,165**	**$ 83,885,619**	**$ 84,551,929**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General Revenues	(7,093,366)	(6,833,578)	(7,190,083)	(6,970,250)	(7,334,604)	(7,300,084)
Intergov Revenues	(48,051,749)	(37,687,796)	(40,998,044)	(39,354,552)	(39,645,062)	(39,150,000)
Charges For Services	(10,774,364)	(11,231,642)	(10,070,531)	(12,508,125)	(11,829,108)	(13,025,000)
Misc Revenue	(165,542)	(640,422)	(34,305)	(150,000)	(100,000)	(100,000)
Other Finance Source	(83,366)	(373)	17,306	-	-	-
Transfer In	(2,513,890)	(15,725,000)	(15,725,000)	(18,442,237)	(24,976,845)	(24,976,845)
Total	**$ (68,682,277)**	**$ (72,118,811)**	**$ (74,000,658)**	**$ (77,425,165)**	**$ (83,885,619)**	**$ (84,551,929)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	35,058,941	35,606,781	37,636,186	39,184,761	43,794,903	43,123,903
Benefits	13,492,783	14,503,052	14,429,830	15,818,482	16,092,323	16,019,323
Supplies	5,831,046	5,789,000	6,058,003	5,227,233	5,854,398	5,564,000
Purchased Services	8,424,516	8,846,294	10,991,443	10,069,794	11,069,793	12,735,500
Debt Othr Financing	2,533,842	359,910	1,415,903	359,910	359,910	359,910
Inter Depart Charges	2,615,288	3,222,969	3,318,764	3,346,831	3,357,038	3,392,038
Transfer Out	725,860	3,790,806	150,529	3,418,154	3,357,255	3,357,255
Total	**$ 68,682,277**	**$ 72,118,811**	**$ 74,000,658**	**$ 77,425,165**	**$ 83,885,619**	**$ 84,551,929**

Department of Transportation
Metro Transit

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Madison, Wisconsin 53703
Administration: (608) 266-4904
Fax: (608) 267-8778
Customer Service: (608) 266-4466
mymetrobus@cityofmadison.com
www.mymetrobus.com

TO:	Mayor Rhodes-Conway
FROM:	Eric Knepp, Acting Metro General Manager
DATE:	July 18, 2025
SUBJECT:	Metro Transit 2026 Operating Budget Transmittal Memo
CC:	Deputy Mayors; Finance Director; Budget Manager

Mayor Rhodes- Conway and Director Schmiedicke,

The 2026 Metro Transit Operating Budget request focuses on stability and reliability. Metro Transit has transformed over the past five years with many significant changes to service, staffing, structure, and information technology. With a transition in leadership in 2025, Metro is looking forward to 2026 with an intentional focus on reviewing all aspects of the agency's budget for efficiency while working to ensure maximal positive impact for our customers. A significant part of that work will be driven by the utilization of data that is available to track route performance and ridership. This along with the intentional work of engaging a broader array of the team on budgetary management will allow for improved understanding and effectiveness in the allocation of resources to meet our community's transit needs.

Goals of Agency's Operating Budget

Metro Transit's 2026 Operating Budget Request focuses on the following goals with an emphasis on evaluation of data to inform future work plans:

- Continue providing fixed route, bus rapid transit, and paratransit services for Madison and surrounding partner communities.
- Continue route efficiency and effectiveness improvement processes across the system.
- Sustain the 2025 service level changes, primarily the expansion of services to Verona taking effect in August 2025.
- Metro will continue to evaluate ridership performance with a focus on variables that impact efficiency of performance.
- Metro will also continue to monitor service performance as it relates to on-time performance across the system.

Enterprise Agencies

Metro Transit's 2026 Operating Budget Request is a balanced budget where the anticipated revenues cover the anticipated expenditures. The request includes expenditure authorization of $85.5 million, with the primary cost driver being wage and benefit costs of approximately $60 million. The revenues to support these expenditures are comprised of fare and pass sales, federal, state, and local support. The local support includes vehicle registration fee revenue. Revenue estimates across all sources are conservative in nature as

there are multiple considerations that Metro and the City will need to make regarding setting appropriate fare levels. There is ongoing analysis on this topic, with an emphasis on a review of paratransit costs and revenues. The request includes an investment of $24.8 million in support from the City's general fund. If Metro can successfully negotiate new agreements with partners and/or secure additional earned revenue, this support level could be reduced.   Additionally, Metro is working diligently to review all expenditures with a goal of aligning resources effectively to provide efficient and reliable service.

Reallocations and Other Changes

The 2026 Operating Budget Request includes a restructuring of the internal Metro Transit Human Resources division. Proposed changes eliminate duplicative work between Metro and City HR, helping to streamline processes, and strengthen communication and collaboration.

Metro Transit, in conjunction with City HR, propose the following:
- Move Transit Administrative Coordinator to City HR ELR Admin Assistant. This includes a shift of 50% of budgeted funds to City HR with offset of Metro subsidy from City for ELR assistant.
- Reduce Transit HR Manager (HRA 4) to lower classification level HRA 1. This reduction led to a layoff effective August 1, 2025.

It is also probable that a new General Manager will review and consider allocation of staffing resources across budgetary services and the organization and additional modifications would be considered during 2026 or in the 2027 Operating Budget request.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	METRO TRANSIT
Enter your Service:	Bus Rapid Transit

Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates?
☒No – No change to description
☐Yes – Description needs to be updated

If yes, enter updated Service Description here:

Click or tap here to enter text.

Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates?
☐No – No change to activities
☒Yes – Activities need to be updated

If yes, enter updated Activities Performed by Service here:

The BRT Service will have an allocation of expenditures and revenues in place by April 2026. The agency is still awaiting Federal guidance on classifying BRT related costs and plans to allocate budget using a similar approach.

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

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

Examples of changes that **do** need to be detailed:
- Moving $10,000+ within a Service from one Major to another Major.
- Moving $10,000+ within a Major from one Service to another Service

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

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	METRO TRANSIT
Enter your Service:	Fixed Route
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2150 - METRO TRANSIT	42 - INTERGOV REVENUES	-$1,095,062	Decrease based on updated assumptions and partner revenues. Also appropriately accounting for revenue between 42 and 43 majors.
2150 - METRO TRANSIT	43 - CHARGES FOR SERVICES	$1,322,118	Increase based on updated trends from sales data. Also appropriately accounting for revenue between 42 and 43 majors.
2150 - METRO TRANSIT	51 - SALARIES	-$666,149	Decrease primarily for updated overtime estimates based on operational overtime efficiency work being done by Metro staff. Staffing levels are maintained in the budget, with one position being reclassified to a lower level.
2150 - METRO TRANSIT	52 - BENEFITS	-$30,000	Decrease based on retiree sick leave payout trends
2150 - METRO TRANSIT	53 - SUPPLIES	-$252,447	Decrease primarily based on updated expectations for equipment supply spending.
2150 - METRO TRANSIT	54 - PURCHASED SERVICES	$1,514,505	Increase for electricity costs and insurance payments.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No service changes are proposed in the budget, but the changes in funding and amounts is related to doing a more thorough review of Metro's Operating budget and setting it as accurately moving forward as possible after the multiple years of significant changes to service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The proposed changes consider equity and quality of life by sustaining service levels within the Metro system. No specific NRT recommendation was used here, but the sustained service positively impacts these areas. A variety of data sources, including ridership, pass sales, past expenditure needs, as well as projections of increasing costs were used to create the request.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

See transmittal memo for more. Restructuring of the Metro HR team's work.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	METRO TRANSIT
Enter your Service:	Paratransit
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2150 - METRO TRANSIT	43 - CHARGES FOR SERVICES	-$126,226	Decrease due to updated senior/disabled ride pass assumptions
2150 - METRO TRANSIT	52 - BENEFITS	-$43,000	Decrease due to updated amounts for retiree sick leave payouts and retiree health insurance
2150 - METRO TRANSIT	53 - SUPPLIES	-$37,950	Reduction in expected work supply spending
2150 - METRO TRANSIT	54 - PURCHASED SERVICES	$151,202.	Increase primarily from expected contacted paratransit costs
2150 - METRO TRANSIT	42 - INTERGOV REVENUES	-$600,000	Accounting for inter-governmental payments related to paratransit.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

These changes are all based on a review of the service budget and aligning budget requests for next year with anticipated actual needs. The most impactful change is the revenue being allocated correctly (and the contractual cost of service provision being higher.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The change does not impact the actual service being provided here. The change supports our equity goals by sustaining the provision of paratransit services across the service area. This is not related to NRT specific recommendation. The data used was actual performance and estimated contractual rates for the coming year.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Click or tap here to enter text.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Click or tap here to enter text.

Parking

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Parking Utility	15,262,553	17,093,846	15,746,660	17,516,551	18,393,450	18,294,846
Total	**$ 15,262,553**	**$ 17,093,846**	**$ 15,746,660**	**$ 17,516,551**	**$ 18,393,450**	**$ 18,294,846**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Garage Parking				7,381,503	7,413,056	7,692,949
Lot Parking				215,052	321,257	1,011,175
On Street Parking				1,465,289	1,561,235	1,498,670
Parking Administration And Operations	*Service history not shown due to Results Madison service restructure. Services listed here started January 1, 2025.*			3,730,027	4,355,933	3,346,712
Parking Enforcement				4,610,104	4,627,679	4,625,874
Parking Operations				-	-	-
Transportation Demand Management				114,575	114,291	119,466
Total	**$ 15,262,553**	**$ 17,093,846**	**$ 15,746,660**	**$ 17,516,551**	**$ 18,393,450**	**$ 18,294,846**

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Charges For Services	(10,632,118)	(9,505,613)	(11,317,228)	(11,200,000)	(11,200,000)	(12,849,388)
Licenses And Permits	(2,791,472)	(2,559,852)	(3,473,244)	(3,200,000)	(3,419,560)	(4,246,495)
Fine Forfeiture Asmt	-	(165,000)	(159,800)	(200,000)	(200,000)	-
Invest Other Contrib	(926,235)	(40,000)	(1,157,438)	(100,000)	(100,000)	(886,036)
Misc Revenue	(768,777)	(10,000)	22,393	(210,000)	(210,000)	(7,600)
Other Finance Source	(33,030)	(4,813,381)	338,657	(2,606,551)	(3,263,890)	(305,327)
Transfer In	(110,920)	-	-	-	-	-
Total	**$ (15,262,553)**	**$ (17,093,846)**	**$ (15,746,660)**	**$ (17,516,551)**	**$ (18,393,450)**	**$ (18,294,846)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	6,127,096	7,905,678	6,252,899	7,629,806	8,197,256	7,450,438
Benefits	2,111,680	2,528,754	2,208,531	2,913,178	2,791,385	2,791,385
Supplies	273,331	433,565	240,930	433,566	433,566	321,828
Purchased Services	2,863,648	3,671,191	3,252,471	3,871,191	3,871,191	4,634,435
Debt Othr Financing	985,868	-	981,026	-	-	-
Inter Depart Charges	1,068,742	1,054,657	1,163,966	1,168,810	1,600,052	1,600,052
Inter Depart Billing	(2,453)	-	(5,513)	-	-	(3,292)
Transfer Out	1,834,639	1,500,000	1,652,351	1,500,000	1,500,000	1,500,000
Total	**$ 15,262,553**	**$ 17,093,846**	**$ 15,746,660**	**$ 17,516,551**	**$ 18,393,450**	**$ 18,294,846**

Parking Division

Stefanie Cox, Parking Division Director

TO: Mayor Rhodes-Conway
FROM: Stefanie Cox, Parking Director
DATE: July 18, 2025
SUBJECT: Parking Division Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget Manager

2026 Parking Operating Budget Goals

The Parking Division's mission is to provide accessible, equitable, and predictable parking options for all businesses, events, residents, and visitors to our city. We aim to manage congestion, ensure safe and efficient vehicular and pedestrian traffic movement, and manage the on and off-street parking supply to support sustainable transportation choices in a vibrant city experiencing significant growth.

Key Goals for the Parking Division in 2026:

- Continue analyzing parking rates and fees to determine necessary adjustments. Identify and recommend ordinance changes that prevent the division from recouping parking fees.

- Seek out additional public/private relationships.

- Develop the framework and define a Curb Management policy and action plan goals.

- Implement a data management plan to streamline services and provide higher levels of customer service.

Enterprise Agencies

Parking occupancy and revenue have seen about a 4% increase per year since 2024 which Parking has incorporated into the 2026 Parking revenue projections. The incorporation of this service growth will more accurately forecast expected revenue and assist evaluation of current rates and fees ensuring appropriate coverage of operating costs.

Reallocations and Other Changes

Reallocations - In 2025 Parking implemented numerous service-level reallocations as to align with the 2024

Results Madison recommendations. As such the 2026 Operating Budget reflects the movement of costs across the various services. These reallocations also provide a better view of the administrative operational overhead per service to better inform operational decisions regarding rate and fee structures.

Personnel Reclassifications – Please see table below

Position Number	Current Classification	Proposed Classification	Rationale
4124	ADMIN CLK 1-20	PROGRAM ASST 1-20	This position has grown in payroll, FMLA, HR communications (NeoGov & PA's), staff onboarding, independence, technical understanding, responsibility, and leadership since the reorganization. This position is now being transitioned into the agency's lead payroll position. As Parking transitions completely to Telestaff they will assist in taking a leadership role in education and implementation for other staff.
N/A	PKG ENFC OFF-16	FIELD OPS LEADWORKER-16	Parking Enforcement is currently in need of an additional Parking Enforcement Lead Worker. The plan is that when a PEO position becomes naturally vacant the position will be reclassed and then a competitive process will be used to fill the position.

The Parking Division continues to find ways to promote City initiatives such as Results Madison, improve access for all to some of the most congested areas of the city, ensure safe and efficient vehicular and pedestrian traffic flow, and manage the on- and off-street parking supply to support sustainable transportation choices in a vibrant city experiencing significant growth. It also aims to ensure that annual revenues cover operating costs and plan for improvements. Parking's 2025 reallocations and reclassifications will generate the necessary data to ensure it stays on track to achieve these goals.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Garage Parking
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Garage Parking	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	1,401,131	Increase based on observed historic trend of 4% increased occupancy over the past 3 years.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	640,805	Increase based on observed historic trend of 4% increased occupancy over the past 3 years.
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	886,036	Increase based on observed interest revenue increases due to an increased cash balance for construction activity at the Lake St. Garage.
2130 - PARKING UTILITY	51 - SALARIES	-813,615	Decrease due to updated payroll allocations needed to accurately capture various services administrative expenses.
2130 - PARKING UTILITY	53 - SUPPLIES	-67,001	Decrease due to one time software purchases budgeted in pervious years.
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	1,160,509	Increase due to increase in needed building improvement projects set to occur in 2026

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. With the exception of improving data collections the proposed budget is a cost to continue budget net netural to the General Fund.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. Improving data driven decisions ensure a conscientious and equitable approach to future operations.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☒ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Position
4124 – Admin Clerk 1 to Program Assistant 1 - This position has grown in payroll, FMLA, HR communications (NeoGov & PA's), staff onboarding, independence, technical understanding, responsibility, and leadership since the reorganization. This position is now being transitioned into the agency's lead payroll position with the expectation that it will serve as the point person for the 2 other staff running payroll. It will also ensure all new staff are properly trained as how to enter their payroll and when Parking transitions completely to Telestaff they will assist in taking a lead role of education and implementation for other staff.
Parking Enforcement Office to Parking Enforcement Leadworker - Parking Enforcement is currently in need of an additional Parking Enforcement Lead Worker. The plan is that when a PEO position becomes naturally vacant the position will be reclassed and then a competitive process will be used to fill the position.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the [2025 Employee Compensation Calculator](#) to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Both reclassifications will result in operational efficiencies as described above.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

As part of the reorganization it was recognized that creating higher level, streamlined processes in which current positions could be developed into creates space in other positions to provide higher levels of customer service, quicker response times of staff, and allow for an overall better customer experience when visiting or utilizing any of our locations/services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Lot Parking
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	14,911	Increase based on observed historic trend of 4% increased occupancy over the past 3 years.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	44,962	Increase based on observed historic trend of 4% increased occupancy over the past 3 years.
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	0	N/A
2130 - PARKING UTILITY	47 - MISC REVENUE	0	N/A
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	0	N/A
2130 - PARKING UTILITY	51 - SALARIES	800,000	Increase due to updated payroll allocations needed to accurately capture various services administrative expenses.
2130 - PARKING UTILITY	53 - SUPPLIES	-21,251	Decrease due to one time software purchases budgeted in pervious years.
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-88,831	Decrease due to error in Snow Removal contract being budgeted twice

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. With the exception of improving data collections the proposed budget is a cost to continue budget net netural to the General Fund.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. Improving data driven decisions ensure a conscientious and equitable approach to future operations.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Position
4124 – Admin Clerk 1 to Program Assistant 1 - This position has grown in payroll, FMLA, HR communications (NeoGov & PA's), staff onboarding, independence, technical understanding, responsibility, and leadership since the reorganization. This position is now being transitioned into the agency's lead payroll position with the expectation that it will serve as the point person for the 2 other staff running payroll. It will also ensure all new staff are properly trained as how to enter their payroll and when Parking transitions completely to Telestaff they will assist in taking a lead role of education and implementation for other staff.
Parking Enforcement Office to Parking Enforcement Leadworker - Parking Enforcement is currently in need of an additional Parking Enforcement Lead Worker. The plan is that when a PEO position becomes naturally vacant the position will be reclassed and then a competitive process will be used to fill the position.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Both reclassifications will result in operational efficiencies as described above.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

As part of the reorganization it was recognized that creating higher level, streamlined processes in which current positions could be developed into creates space in other positions to provide higher levels of customer service, quicker response times of staff, and allow for an overall better customer experience when visiting or utilizing any of our locations/services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	On Street Parking
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	42,786	Increase based on observed historic trend of 4% increased occupancy over the past 3 years.
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	141,167	Increase based on observed historic trend of 4% increase in Parking Permits over the past 3 years.
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	0	N/A
2130 - PARKING UTILITY	47 - MISC REVENUE	-198,900	Decrease based on 3 years of historical actuals
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	0	N/A
2130 - PARKING UTILITY	51 - SALARIES	17,442	Increase due to updated payroll allocations needed to accurately capture various services' administrative expenses.
2130 - PARKING UTILITY	53 - SUPPLIES	29,448	Increase due to updated allocations needed to accurately capture various services' administrative expenses.
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-109,455	Decrease due to updated allocations needed to accurately capture various services' administrative expenses.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. With the exception of improving data collections the proposed budget is a cost to continue budget net netural to the General Fund.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. Improving data driven decisions ensure a conscientious and equitable approach to future operations.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐No – No allocation changes
☒Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐No – No reclassifications
☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Position Reclasses -
4124 – Admin Clerk 1 to Program Assistant 1 - This position has grown in payroll, FMLA, HR communications (NeoGov & PA's), staff onboarding, independence, technical understanding, responsibility, and leadership since the reorganization. This position is now being transitioned into the agency's lead payroll position with the expectation that it will serve as the point person for the 2 other staff running payroll. It will also ensure all new staff are properly trained as how to enter their payroll and when Parking transitions completely to Telestaff they will assist in taking a lead role of education and implementation for other staff.
Parking Enforcement Office to Parking Field Operations Leadworker - Parking Enforcement is currently in need of an additional Lead Worker. The plan is that when a PEO position becomes naturally vacant the position will be reclassed and then a competitive process will be used to fill the position.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Both reclassifications will result in operational efficiencies as described above.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

As part of the reorganization it was recognized that creating higher level, streamlined processes in which current positions could be developed into creates space in other positions to provide higher levels of customer service, quicker response times of staff, and allow for an overall better customer experience when visiting or utilizing any of our locations/services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Parking Admin and Operations
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	0	N/A
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	0	N/A
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	-100,000	Decrease in interest as interest revenue is allocation to the Garages due to Garages producing the main source of interest revenue
2130 - PARKING UTILITY	47 - MISC REVENUE	0	N/A
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	-$1,520,672	Decrease in use of Fund Balance after 3 year historic analysis – Capital use of Fund Balance moved into Special Fund Statement
2130 - PARKING UTILITY	51 - SALARIES	-750,645	Decrease due to reorganization and 3 year historically experienced vacancy rates – all positions in reorganization are funded
2130 - PARKING UTILITY	53 - SUPPLIES	-52,921	Decrease due completion of the MMB furniture updates and overall historically experienced cost savings
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-202,363	Decrease due to updated allocations needed to accurately capture various services' administrative expenses.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. With the exception of improving data collections the proposed budget is a cost to continue budget net netural to the General Fund.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. Improving data driven decisions ensure a conscientious and equitable approach to future operations.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☐ No – No reclassifications
☒ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Position Reclasses -
4124 – Admin Clerk 1 to Program Assistant 1 - This position has grown in payroll, FMLA, HR communications (NeoGov & PA's), staff onboarding, independence, technical understanding, responsibility, and leadership since the reorganization. This position is now being transitioned into the agency's lead payroll position with the expectation that it will serve as the point person for the 2 other staff running payroll. It will also ensure all new staff are properly trained as how to enter their payroll and when Parking transitions completely to Telestaff they will assist in taking a lead role of education and implementation for other staff.
Parking Enforcement Office to Parking Enforcement Leadworker - Parking Enforcement is currently in need of an additional Parking Enforcement Lead Worker. The plan is that when a PEO position becomes naturally vacant the position will be reclassed and then a competitive process will be used to fill the position.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒ No – No change to # of FTEs
☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

Click or tap here to enter text.

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Both reclassifications will result in operational efficiencies as described above.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

As part of the reorganization it was recognized that creating higher level, streamlined processes in which current positions could be developed into creates space in other positions to provide higher levels of customer service, quicker response times of staff, and allow for an overall better customer experience when visiting or utilizing any of our locations/services.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Parking Enforcement
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	180,000	Increase due to movement of the Towing Reimbursement into "Reimburses" from "Parking Violations" as to provide transparency as to the revenue source
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	0	N/A
2130 - PARKING UTILITY	45 - FINE FORFEITURE ASMT	-$200,000	Decrease due to movement of the Towing Reimbursement into "Reimburses" from "Parking Violations" as to provide transparency as to the revenue source
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	47 - MISC REVENUE	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	-1,401,784	All fund balances need budgeted into Parking Admin & Operations
2130 - PARKING UTILITY	51 - SALARIES	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	53 - SUPPLIES	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	57 - INTER DEPART CHARGES	Enter $.	Click or tap here to enter text.
2130 - PARKING UTILITY	59 - TRANSFER OUT	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The impact of the proposed changes are to accurately capture the administrative overhead associated with each service to allow for data driven rate and fee evaluations per year. With the exception of

improving data collections the proposed budget is a cost to continue budget net netural to the General Fund.

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Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Transportation Demand Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
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2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	0	N/A
2130 - PARKING UTILITY	45 - FINE FORFEITURE ASMT	Enter $.	N/A
2130 - PARKING UTILITY	46 - INVEST OTHER CONTRIB	Enter $.	N/A
2130 - PARKING UTILITY	47 - MISC REVENUE	Enter $.	N/A
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	-36,107	All fund balance needs budgeted into Parking Admin & Operations
2130 - PARKING UTILITY	51 - SALARIES	0	N/A
2130 - PARKING UTILITY	53 - SUPPLIES	0	N/A
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	0	N/A
2130 - PARKING UTILITY	57 - INTER DEPART CHARGES	0	N/A
2130 - PARKING UTILITY	59 - TRANSFER OUT	0	N/A

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

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Traffic Engineering

Agency Budget by Fund

Fund	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
General	8,312,053	9,796,878	9,076,030	10,492,411	10,754,482	10,754,482
Other Grants	388,143	102,000	382,164	102,000	102,000	102,000
Total	**$ 8,700,196**	**$ 9,898,878**	**$ 9,458,194**	**$ 10,594,411**	**$ 10,856,482**	**$ 10,856,482**

Agency Budget by Service

Service	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Bicycle & Pedestrian Services				1,297,806	1,471,120	1,471,120
Fiber Network				(163,873)	(167,368)	(192,068)
Pavement Markings				1,142,030	1,014,474	1,014,474
Planning and Data Support	*Service history not shown due to Results Madison service*			1,724,027	1,694,805	1,694,805
Radio Communications	*restructure. Services listed here started January 1, 2025.*			1,220,315	1,109,697	1,134,397
Signals				1,600,339	1,516,828	1,516,828
Signing				1,409,407	1,833,221	1,833,221
Streetlighting				2,364,360	2,383,706	2,383,706
Total	$ 8,700,196	$ 9,898,878	$ 9,458,194	$ 10,594,411	$ 10,856,482	$ 10,856,482

Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Intergov Revenues	(476,297)	(493,251)	(535,754)	(493,251)	(493,251)	(493,251)
Charges For Services	(249,495)	(256,242)	(212,590)	(256,242)	(256,242)	(256,242)
Misc Revenue	(394,951)	(380,000)	(383,869)	(396,000)	(396,000)	(420,700)
Other Finance Source	(51,868)	-	-	-	-	-
Transfer In	(46,002)	(24,000)	(8,620)	(24,000)	(24,000)	(24,000)
Total	**$ (1,218,614)**	**$ (1,153,493)**	**$ (1,140,833)**	**$ (1,169,493)**	**$ (1,169,493)**	**$ (1,194,193)**

Agency Budget by Major-Expense

Major Expense	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Salaries	5,011,369	6,159,638	5,665,957	6,459,050	6,478,784	6,478,784
Benefits	1,710,963	1,681,747	1,684,456	1,928,999	1,957,092	1,957,092
Supplies	642,949	312,235	240,865	321,235	321,235	321,235
Purchased Services	2,836,166	3,036,203	3,076,016	3,220,209	3,314,599	3,314,599
Debt Othr Financing	47,306	-	304,054	-	-	-
Inter Depart Charges	252,219	587,550	363,111	562,007	715,790	715,790
Inter Depart Billing	(599,001)	(745,403)	(751,017)	(747,998)	(781,925)	(757,225)
Transfer Out	16,840	20,400	15,585	20,400	20,400	20,400
Total	**$ 9,918,811**	**$ 11,052,370**	**$ 10,599,027**	**$ 11,763,903**	**$ 12,025,975**	**$ 12,050,675**

Traffic Engineering Division

Yang Tao, PhD, PE, PTP, Director

TO: **Mayor Satya Rhodes-Conway**
FROM: **Yang Tao, Director of Traffic Engineering**
DATE: **July 18, 2025**
SUBJECT: **2026 Operating Budget Transmittal Memo**
CC: **Deputy Mayors, Finance Director, Budget Manager**

Goals of Agency's Operating Budget

Traffic Engineering's core focus is improving public safety, mobility, transportation equity and sustainability. Traffic Engineering's work plan reflects those core functions with the following top goals:

1. Maintain eight major services TE provides to the public
2. Improve workload management
3. Improve employee recruitment, development and retention
4. Enhance communication and documentation
5. Expand equity programs
6. Keep advancing Vision Zero
7. Implement various federal grant programs
8. Keep rolling out Safe Streets Madison projects and implementing Complete Green Streets
9. Keep improving Traffic Signal Priority (TSP) system
10. Improve radio communication system

The Traffic Engineering budget request reflects the requirements to continue the core services related to pavement marking, signing, street lighting, signals, communications and pedestrian/bicycle services that are necessary to meet the basic needs of a growing City. These services also support Vision Zero, Complete Green Streets, Safe Streets Madison and Transit Signal Priority. The Radio Communications Section continues to add even more security features, to conduct coverage mapping, and to optimize our existing radio system infrastructure to ensure critical radio communication for our Public Safety and many other Governmental agencies. We are also making resources available to implement a large number of federal grant funded projects.

Data related to traffic crashes, volumes, speeds, facility stress level, potential utilization, and radio usage is critical to the work done by Traffic Engineering, including in developing Safe Streets projects, determining gaps in the walking/biking network, and when recommending new marking, signing, lighting, signalization, or radio communications improvements. Review of projects to determine equitable provision of projects and outcomes is also an important metric in programs such as Vision Zero, Safe Streets Madison and Complete Green Streets. Data is also integral to understand the need to provide high quality service by our Electrical and

Signing/Marking, Communications and Permit units. Traffic Engineering produces a bi-annual Vision Zero Progress Report including many data points that will help judge progress towards eliminating fatal and serious crashes. The agency continues to track progress towards reaching our quarterly work plan goals to ensure progress and make updates as needed and develop appropriate indicators.

99.25% Budget through Salary Savings

In recent years, Traffic Engineering has experienced relatively high vacancy rates due to current labor shortage in the industry and increased competition from the private sector. Traffic Engineering is making progress filling vacancies but anticipates that this .75 % budget decrease can be achieved through position vacancy-related savings. Staff will closely monitor actual payroll expenses to ensure salary savings are realized and manage filling vacancies accordingly.

Reallocations and Other Changes

1. **Reduction in Interagency Charge to Other Agencies**
   City Engineering has been sharing a custodian position with Traffic Engineering/Parking to help maintain the former Town of Madison Town Hall facility currently occupied by the Parking Division. Traffic Engineering's 2025 Budget included a $20,270 interagency charge to City Engineering for this service. To simplify the process, Traffic Engineering is transferring the budget to the Parking Division in our 2026 budget requests.

2. **Increased Revenues for MUFN Fiber rental**
   This request increases the projected revenue by $24,700 based on greater network usage. Revenues increased by almost 10% from 2024 to 2025, and the projected 2026 revenue is increased accordingly.

I look forward to meeting with you to discuss our proposal.

Sincerely,

Yang Tao, PhD, PE, PTP
Director of Traffic Engineering

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Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Bicycle & Pedestrian Services
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

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

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Provide the position classification and briefly describe the change:

N/A

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Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Fiber Network
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
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If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major.   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
1100 - GENERAL	47 - MISC REVENUE	-$20,270	Increase budgeted revenues for Fiber rental for MUFN
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

This request would increase the revenue by $20,270 based on greater network usage. Revenues increased by almost 10% from 2024 to 2025.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Pavement Markings
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

Click or tap here to enter text.

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the [2025 Employee Compensation Calculator](#) to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Planning and Data Support
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

N/A

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Radio Communications
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

Fund	Major	$ Change	Description
1100 - GENERAL	58 - INTER DEPART BILLING	-$24,700	Reduce interagency charges to City Engineering
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

> CE pays an interagency charge for a shared facility maintenance employee. Although it was initially expected that a TE employee would provide the service, a Parking Utility employee currently performs the work instead. This request reduces the TE budgeted amount of $24,700 to align with actual expenses.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

- If proposing a personnel change, agencies **are required** to discuss proposed changes with their HR Analyst before submitting their budget.
- If the change involves a new classification, agencies must attach a position description.

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

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes

☐Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Signals
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
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Summary Table of *Service and/or Major* Changes of $10,000 or More

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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☒ No – No allocation changes
☐ Yes – Includes proposed allocation changes

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Reclassifications: Does your proposal reclassify existing positions?

☒ No – No reclassifications

☐ Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

N/A

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒ No – No change to # of FTEs

☐ Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Signing
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: N/A	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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		Summary Table of *Service and/or Major* Changes of $10,000 or More	

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

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

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

Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? Is this related to a Neighborhood Resource Team (NRT) recommendation? What data did you use to inform your request?

N/A

Part 3. Personnel Changes

Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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

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☒No – No allocation changes
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Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

N/A

# of FTEs: Agencies may propose changes to the total number of FTEs. For General/ Library/ Fleet funds, proposed changes in FTEs must be net neutral to the target budget. For Enterprise funds, proposed changes in FTEs must be supported by agency revenues. Estimated costs must factor in salary *and* benefits. Use the 2025 Employee Compensation Calculator to estimate the total costs.

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

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Streetlighting
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to description ☐ Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒ No – No change to activities ☐ Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: N/A	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**.   Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major.   • Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level.   • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
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Explain the impact of your proposed changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

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Complete this section to propose changes to payroll allocations or position classifications. Standard career ladders and position studies that are already in process with HR do not need to be submitted through this form.

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☒No – No allocation changes
☐Yes – Includes proposed allocation changes

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

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☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Click or tap here to enter text.

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Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

Provide the position classification and briefly describe the change:

N/A

Explain the impact of your proposed personnel changes. Why is this needed in the 2026 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

N/A

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A

Transportation

Agency Budget by Fund

Fund	2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
General	380,602		606,048		578,133		653,974		690,270		690,270
Other Grants	-		-		79,787		-		-		-
Total	$	380,602	$	606,048	$	657,920	$	653,974	$	690,270	$	690,270

Agency Budget by Service

Service	2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Transportation Management	380,602		606,048		657,920		653,974		690,270		690,270
Total	$	380,602	$	606,048	$	657,920	$	653,974	$	690,270	$	690,270

Agency Budget by Major-Revenue

Major Revenue	2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Total	$	-	$	-	$	-	$	-	$	-	$	-

Agency Budget by Major-Expense

Major Expense	2023 Actual		2024 Adopted		2024 Actual		2025 Adopted		2026 C2C		2026 Request
Salaries	263,471		429,868		403,449		457,422		488,976		487,237
Benefits	69,298		109,785		110,685		128,559		132,999		132,999
Supplies	3,632		3,000		22,865		3,000		3,000		9,739
Purchased Services	32,995		52,000		75,422		52,000		52,000		47,000
Debt Othr Financing	-		-		34,106		-		-		-
Inter Depart Charges	11,205		11,394		11,394		12,993		13,294		13,294
Total	$	380,602	$	606,048	$	657,920	$	653,974	$	690,270	$	690,270

Department of Transportation

Thomas Lynch, PE, PTOE, PTP, AICP, Director of Transportation

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P.O. Box 2986
Madison, Wisconsin 53701-2986
Phone: (608) 266-4761
Fax: (608) 267-1158

TO: Mayor Satya Rhodes-Conway
FROM: Liz Callin, Principal Transportation Planner
DATE: July 18, 2025
SUBJECT: 2026 Operating Budget Transmittal Memo
CC: Reuben Sanon, David Schmiedicke, Christine Koh

Goals of Agency's Operating Budget (Transportation)

The Transportation Operating Budget supports planning and implementation of the City's key mobility and safety initiatives and enables staff to deliver on our 2026 work plan priorities. These efforts are rooted in adopted City policies and depend on strong interagency and intergovernmental coordination.

Our department plays a central role in moving the overall vision for transportation in Madison forward—particularly for cross-departmental initiatives and work efforts that do not have a natural home in other divisions.

Key 2026 priorities include:

- **Continued implementation and program management of Complete Green Streets**, ensuring integration into capital projects, development review, and policy updates.
- **Co-leading Vision Zero efforts**, including data-driven safety analysis, development of policy and design tools, and project and program management for priority safety initiatives.
- **Advancing Curb Management**, including coordination across departments, policy development, and management of related pilot programs and implementation tools.
- **Leading coordination with internal and external partners**, including WisDOT, WSOR, businesses, and community organizations, to ensure transportation initiatives are integrated and reflect City goals.
- **Providing project management or key staff support for major capital efforts**, including North-South BRT, Passenger Rail planning, and the Intercity Bus Terminal.

The 2026 operating budget request ensures adequate staffing and resources to manage these responsibilities, deliver on-time progress, and respond to new opportunities and challenges in an evolving transportation landscape.

We use the following metrics to track our progress:

- Project and initiative milestones, timeline, and budget tracking.
- Vision Zero safety indicators and crash data analysis.
- Frequent interagency coordination.
- Public and stakeholder engagement reach and tracking.

99.25% Budget for General, Library, Fleet Funds

Transportation plans to meet the 2026 budget target by continuing to strategically allocate staff time to capital projects, thereby offsetting operating costs with eligible capital funding. Staff are currently budgeted to allocate a minimum of 10% of their time to capital projects, and we propose to maintain that target in 2026. We have consistently exceeded this allocation over the past four years due to the scale and complexity of projects such as the North-South BRT and Passenger Rail planning. In 2026, staff in the Department will also manage and/or be extensively involved in projects that are funded by Federal grants, including Traffic Engineering's Safe Streets for All grant, and the state-administered Carbon Reduction Grant for Curb Management.

In addition to leveraging the capital budget, we will continue to manage operating costs through careful control of discretionary spending on supplies and purchased services, process streamlining where possible, and continued interagency coordination to increase efficiency.

These approaches help us contain cost growth while still advancing key transportation goals related to safety, sustainability, and equity.

Reallocations and Other Changes (if applicable)

For 2026, Transportation is requesting a reallocation of $5,000 from the Consulting Services line item to the Supplies category. Specifically, we propose reallocating:

- $2,000 to Hardware
- $2,000 to Software and Supplies
- $500 to Office Supplies
- $500 to Furniture

This change combined with reallocating our 0.25% budget efficiency amount increases the Supplies budget from $3,000 in 2025 to $ $9,700 in 2026. The reallocation is intended to support workspace and technology needs associated with the addition of a new Transportation Planner and the transition to a new Director in mid-2025. Both staff use advanced software tools, and two current team members will be shifting out of a shared workspace, requiring modest investments in hardware and furniture.

This adjustment reflects a realignment based on anticipated needs rather than a change in the overall activity level. It retains $25,000 in Consulting Services, preserving flexibility to secure consulting support for project management, grant writing, or other priority services.

While no personnel reclassifications are proposed, this reallocation supports citywide goals around efficient service delivery and a well-equipped, effective workforce.

2026 Operating Budget
Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	TRANSPORTATION
Enter your Service:	Transportation Management
Review the "Service Description" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2025 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: • Moving $10,000+ within a Service from one Major to another Major. • Moving $10,000+ within a Major from one Service to another Service Examples of changes that **do not** need to be detailed: • Total changes of less than $10,000 at the Major and Service level. • Object level changes if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below. **If you are not proposing changes to your base budget, skip this section.**

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

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

Fund	Major	$ Change	Description
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