

## 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
<b>Total</b>	<b>\$ 1,851,119</b>	<b>\$ 2,095,920</b>	<b>\$ 2,036,322</b>	<b>\$ 2,275,002</b>	<b>\$ 2,258,200</b>	<b>\$ 2,258,200</b>

### Agency Budget by Service

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

### Agency Budget by Major-Revenue

Major Revenue	2023 Actual	2024 Adopted	2024 Actual	2025 Adopted	2026 C2C	2026 Request
Other Finance Source	(36,604)	-	-	-	-	-
<b>Total</b>	<b>\$ (36,604)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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)
<b>Total</b>	<b>\$ 1,887,723</b>	<b>\$ 2,095,920</b>	<b>\$ 2,036,322</b>	<b>\$ 2,275,002</b>	<b>\$ 2,258,200</b>	<b>\$ 2,258,200</b>



## Human Resources Department

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[cityofmadison.com/human-resources](http://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.
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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 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.**

<p><b>Allocation Changes:</b> Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes</p> <p><input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p><b>Reclassifications:</b> Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>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.</i></p> <p>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</p>
<p><b># of FTEs:</b> 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 <i>and</i> benefits. Use the <a href="#">2025 Employee Compensation Calculator</a> to estimate the total costs.</p> <p>Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs</p> <p><input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>Provide the position classification and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>
<p>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?</p> <p>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.</p>
<p>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?</p> <p>These positions will be critical to us meeting our goals in Human Resources to:</p> <ul style="list-style-type: none"> <li>• Support the purchase, implementation, and ongoing administration of the Human Resources Management System with existing staff and our supplemental budget request</li> <li>• Develop a new service area related to benefits to reduce the scope and oversight of employee and labor relations</li> <li>• Create an organizational firewall between labor relations and leave and benefits administration</li> </ul>



- 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

## 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:	HR Services
Review the "Service Description" in the <a href="#">2025 Adopted Budget</a> . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>  <div style="border: 1px solid #ccc; padding: 5px; background-color: #f5f5f5;">Click or tap here to enter text.</div>	
Review the "Activities Performed by Service" in the <a href="#">2025 Adopted Budget</a> . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>  <div style="border: 1px solid #ccc; padding: 5px; background-color: #f5f5f5;">Click or tap here to enter text.</div>	

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 <b>Service and/or Major level</b> .
Examples of changes that <b>do</b> need to be detailed: <ul style="list-style-type: none"> <li>Moving \$10,000+ within a Service from one Major to another Major.</li> <li>Moving \$10,000+ within a Major from one Service to another Service</li> </ul>
Examples of changes that <b>do not</b> need to be detailed: <ul style="list-style-type: none"> <li>Total changes of less than \$10,000 at the Major and Service level.</li> <li>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.</li> </ul>
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. <b>If you are not proposing changes to your base budget, skip this section.</b>

### 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	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.
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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?

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 <a href="#">2025 Adopted Budget</a> . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>  <div style="border: 1px solid #ccc; padding: 2px; background-color: #f5f5f5;">Click or tap here to enter text.</div>	
Review the "Activities Performed by Service" in the <a href="#">2025 Adopted Budget</a> . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>  <div style="border: 1px solid #ccc; padding: 2px; background-color: #f5f5f5;">Click or tap here to enter text.</div>	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the <b>Service and/or Major level</b>.</p> <p>Examples of changes that <b>do</b> need to be detailed:</p> <ul style="list-style-type: none"> <li>Moving \$10,000+ within a Service from one Major to another Major.</li> <li>Moving \$10,000+ within a Major from one Service to another Service</li> </ul> <p>Examples of changes that <b>do not</b> need to be detailed:</p> <ul style="list-style-type: none"> <li>Total changes of less than \$10,000 at the Major and Service level.</li> <li>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.</li> </ul> <p>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. <b>If you are not proposing changes to your base budget, skip this section.</b></p>

**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.

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
<p><b>Request Criteria:</b> Supplemental requests must meet one of the following criteria. Select the one that best describes your request.</p> <p> <input checked="" type="checkbox"/> Funding operating expenses for a new City facility that is not included in the base budget  <input type="checkbox"/> Funding ongoing costs associated with one-time revenues that will no longer be available         </p>
<p><b>Proposal Description:</b> 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?</p> <p>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.</p> <p>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.</p>

**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
<p>Explain the assumptions you used to estimate costs:</p> <p>Cost of 18/8 Salary &amp; 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 &amp; benefits at the 18/8/4 level along with Adobe Acrobat Pro, and depreciation on equipment.</p>		

## 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
<p><b>Request Criteria:</b> Supplemental requests must meet one of the following criteria. Select the one that best describes your request.</p> <p> <input type="checkbox"/> Funding operating expenses for a new City facility that is not included in the base budget  <input type="checkbox"/> Funding ongoing costs associated with one-time revenues that will no longer be available         </p>
<p><b>Proposal Description:</b> 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?</p> <p>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.</p> <p>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</p>

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.