

Sustainable Madison Committee

4/25/2022

Budget Overview



OUR MISSION is to provide the highest quality service for the common good of our residents and visitors.



OUR VALUES



Equity

We are committed to fairness, justice, and equal outcomes for all.



Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



Well-Being

We are committed to creating a community where all can thrive and feel safe.



Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.



Stewardship

We will care for our natural, economic, fiscal, and social resources.



2022 Adopted Budget

[VIEW 2022 BUDGET](#)

Capital Budget

\$354.2 Million

The 2022 Capital Investment Plan includes funding for 2022 and outlines future investments for 2023 - 2027.

[EXECUTIVE 2022 CAPITAL BUDGET](#)

[2022 PROJECT MAP](#) 

Operating Budget

\$349.5 Million

The Operating Budget total includes City operating expenses within the General and Library Funds.

2021 = \$166mm; 2020 = \$174mm

2021 = \$349mm; 2020 = \$340mm



2023 Budget

[VIEW 2023 BUDGET](#)

Capital Budget

The capital budget provides funding for the City's major construction projects including building new facilities, improving our transit system, maintaining our roads and parks, and purchasing major equipment



Capital Budget Development Timeline

Agency Request

March 22 – April 22

- **March 22:** Capital Budget Kickoff
 - Mayor provides guidance for agency submissions
 - Finance provides forms & instructions for requests
- Agencies review current & planned projects to prioritize against Mayor's guidance
- Agencies develop proposals for all items within their Capital program
- **April 22:** Agency requests submitted

Executive Budget

May & July

- **May 6 – 20:** Agency briefings with Mayor's office and Management Review Team
- **May 23 – June 6:** Executive Budget Development:
 - Finance analyzes agency requests & develops recommendations based on target borrowing level
 - Mayor & Management Review Team meet to discuss proposals & develop the executive budget
- **July:** Executive Budget finalized

Council Adoption

September & November

- **September 6:** Executive Budget introduced at CC & referred to Finance Committee (FC)
- **Sept. 12 & 13:** FC hearings
- **Sept. 19 -23:** FC amendment Week
- **Sept. 28:** FC votes on amendments; refers back to CC as amended
- **November 7 – 11:** CC amendment Week
- **November 15 – 17:** CC Budget Adoption

Budget Guidance:

Fiscal Responsibility & Planning

1. Agencies should scrutinize projects and programs approved in the 2022 CIP to ensure the timeline and funding requests are realistic and reflect current plans.
2. Program costs should be adjusted to account for inflation and reflect realistic cost estimates. Agencies may adjust for inflation as needed in any year of their request.
3. Any changes in funding level or project schedule from the 2022 adopted CIP must be clearly explained and justified in the agency transmittal memo.

Prioritization & Strategic Alignment

1. Agencies must prioritize their requests. The agency transmittal memo should clearly describe the criteria used to establish the prioritized list.
2. Agencies need to answer questions on racial equity and social justice, climate resilience and sustainability, alignment with strategic plans, and operating impacts. These questions have been added to create a holistic view of the request and explain how the request advances city priorities.

Budget Guidance:

New Projects & Horizon List

1. Agencies may submit requests for new projects. New projects must be conceptualized to the point that a complete budget proposal can be submitted.
2. Agencies may submit requests for projects currently on the Horizon List so long as they can demonstrate the 'Issues to be Addressed' have been resolved and that a complete budget proposal can be submitted.
3. Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped. Agencies should work directly with their assigned budget analyst to develop Horizon List requests.

Town of Madison Attachment

1. Agencies may submit requests for new areas of the City that will be added through the Town of Madison attachment in October 2022. These requests may include expanding existing capital projects/ programs or creating new projects. Requests associated with the Town of Madison should be clearly explained in the agency transmittal memo.

Climate Resilience and Sustainability

Climate Resilience and Sustainability

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

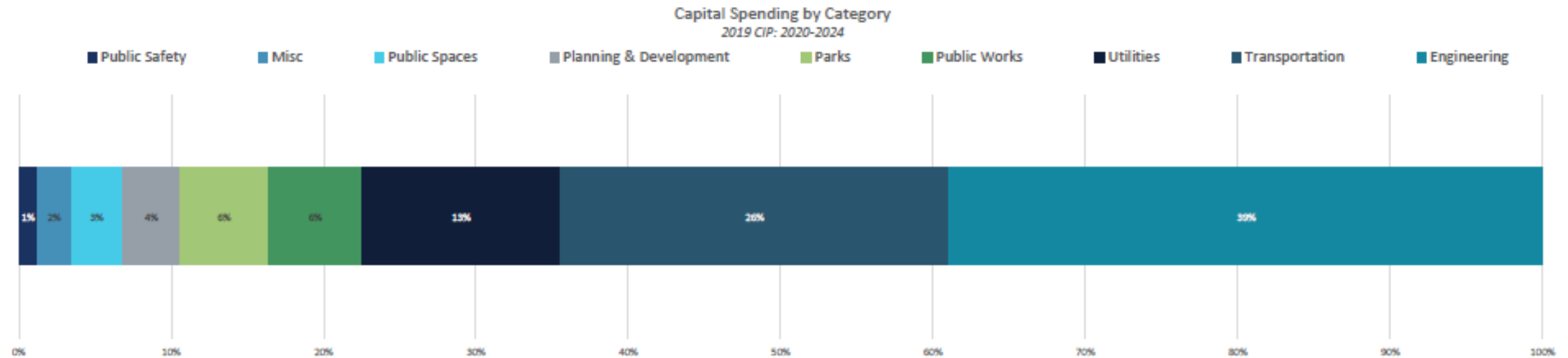
☒ Yes ☐ No

If yes, describe how.

Indicate if the proposal advances strategies for climate resilience and sustainability.

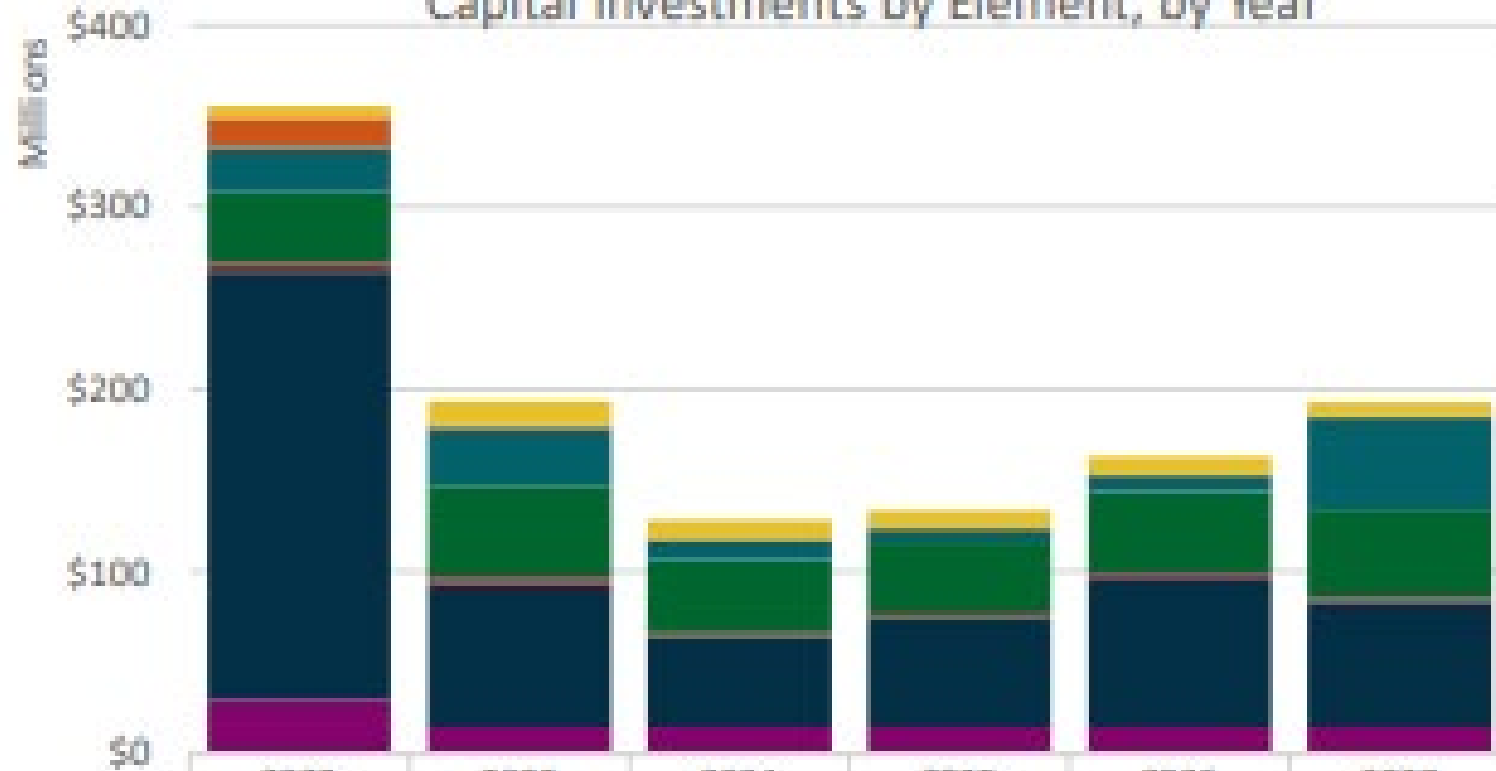
If "Yes," a text box will appear that allows you enter more information.

CAPITAL SPENDING BY CATEGORY



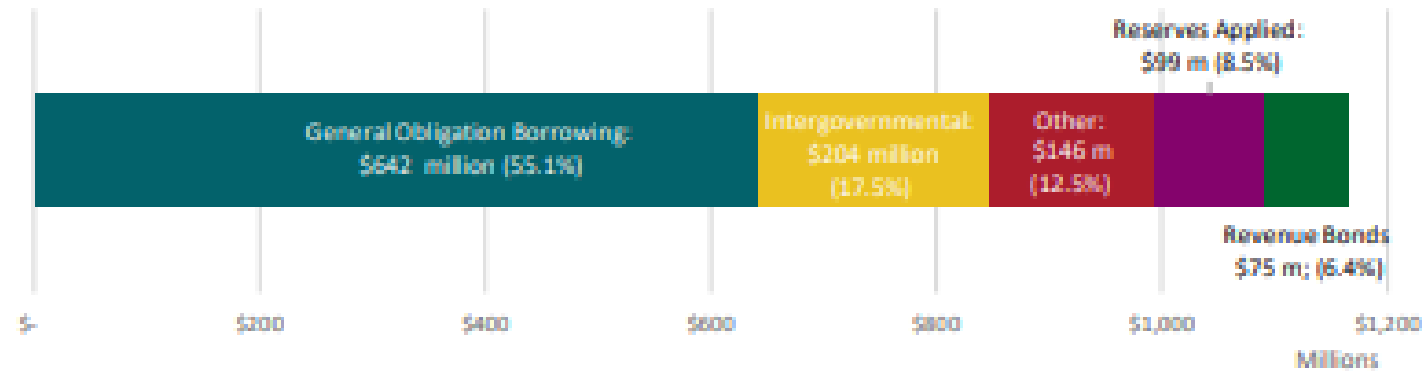
Spending on utilities, transportation, and engineering projects represents the largest share (78%) of the CIP.

Capital Investments by Element, by Year



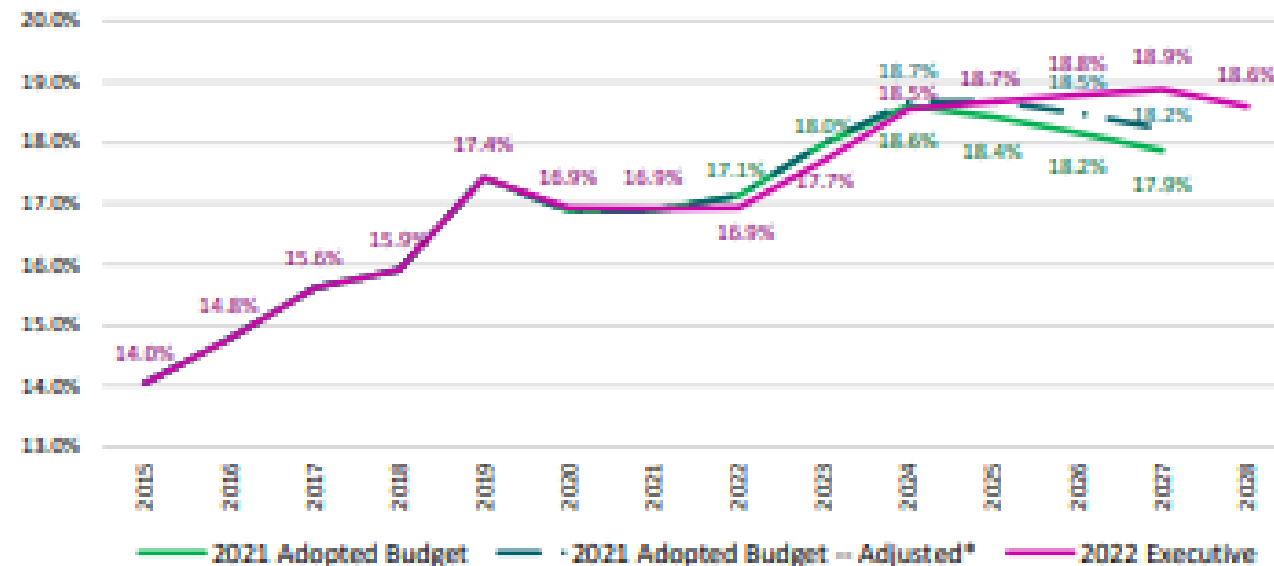
	2022	2023	2024	2025	2026	2027
Culture and Character	\$6,009,000	\$12,917,000	\$10,319,500	\$9,343,500	\$9,920,000	\$7,755,000
Economy and Opportunity	\$16,670,000	\$2,070,000	\$570,000	\$570,000	\$570,000	\$570,000
Effective Government	\$24,227,989	\$31,210,120	\$10,410,875	\$7,899,875	\$9,063,400	\$50,604,400
Green and Resilient	\$39,751,477	\$50,563,315	\$40,452,868	\$39,155,420	\$44,239,532	\$48,232,476
Healthy and Safety	\$4,228,026	\$3,815,000	\$2,365,000	\$2,384,000	\$2,402,000	\$2,431,000
Land Use and Transportation	\$234,134,570	\$77,949,000	\$48,855,000	\$59,222,000	\$81,869,000	\$68,321,000
Neighborhoods and Housing	\$30,232,000	\$15,007,000	\$15,007,000	\$15,057,000	\$15,057,000	\$15,078,500

Funding Sources for the 6-Year CIP



One important consideration for the capital budget is the ratio between debt service, which is the annual repayment of GO borrowing, and the total general fund budget. Much of the debt issued by the City is rapidly repaid over a 10-year period. This practice, along with others, has helped the City to maintain its Aaa bond rating from Moody's Investors Service, which ensures the lowest possible interest costs. Debt service as a share of the operating budget has increased from less than 12% in 2011 to 17% in 2021.

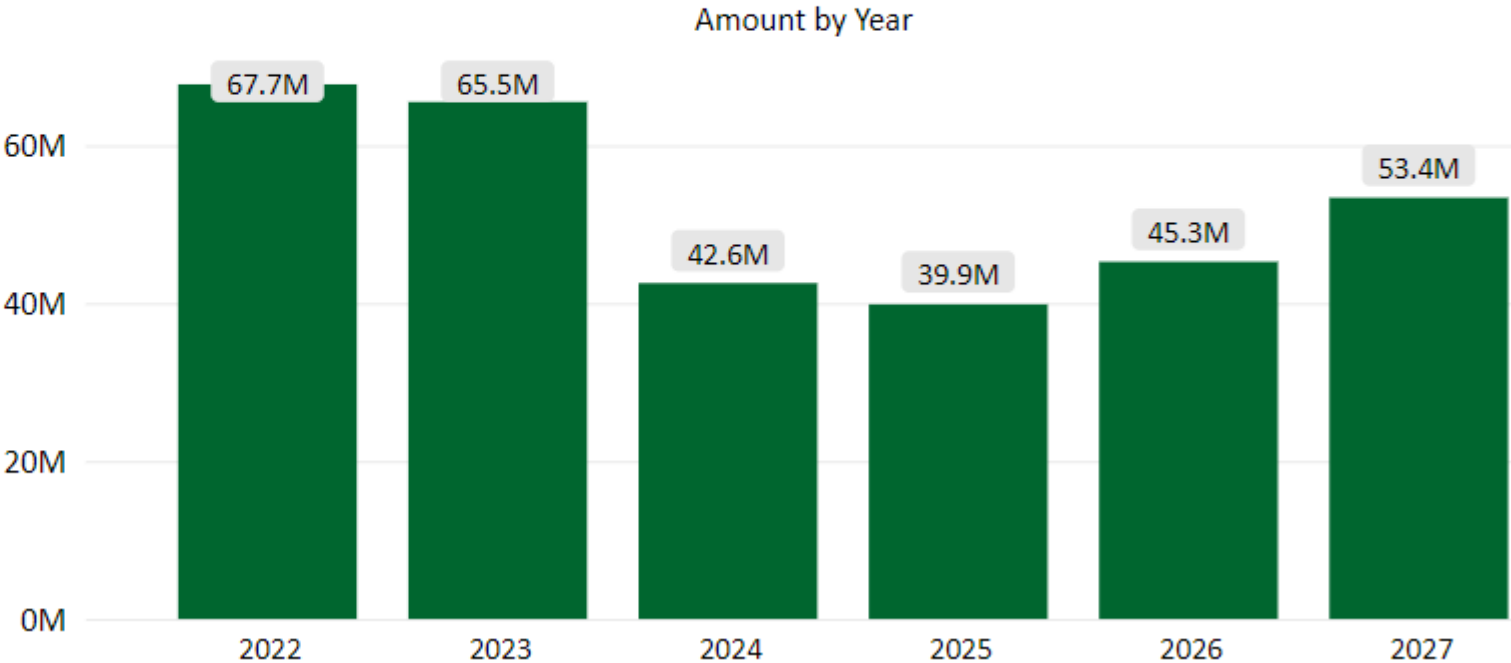
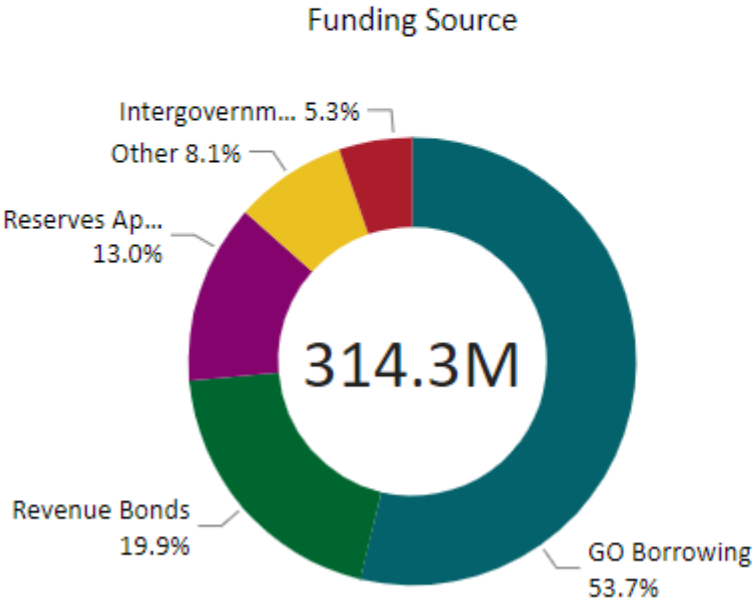
Debt Service Share of General Fund Budget



*2021 Adjusted reflects Metro Facilities and Library as General Fund supported GO Borrowing

2022 Executive Capital Improvement Plan Story Map

<https://storymaps.arcgis.com/stories/3beaf601a3bb4cb988db5c23d0f7f6a4>



Mayor's Office

Project Overview

Project	Sustainability Improvements	Project #	10563
Citywide Element	Green and Resilient	Project Type	Program

Project Description

This program is for implementation of the City of Madison's sustainability projects. The goal of this program is to transition the City of Madison to operating off of 100% renewable energy and zero net carbon. Projects funded in this program include implementation of the City's Sustainability Plan, the 100% Renewable Madison Report Resiliency Planning, and Renewable Energy Credit (REC) purchases. Projects planned for 2022 include the Wisconsin Public Service Commission grant for the project "Energy Efficiency in Naturally Occurring Affordable Housing: Implementing Efficient Building Technologies and Preserving Affordable Housing" and ARPA funding for the Naturally Occurring Affordable Housing (NOAH) Energy Efficiency Program.

Project Budget by Funding Source

	2022	2023	2024	2025	2026	2027
GF GO Borrowing	672,000	850,000	850,000	850,000	850,000	850,000
Federal Sources	250,000	-	-	-	-	-
State Sources	246,595	-	-	-	-	-
TOTAL	\$ 1,168,595	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000

Sustainability Improvements - 2022

Projects	Budget	Description
Energy Efficiency	\$207,924	- Communitywide energy efficiency grant program - Large commercial building policy implementation
Renewable Energy	\$354,000	- Renewable Energy Credits - MadiSUN solar program
Building Electrification	\$49,960	Strategy development and potential pilot development
Sustainability	\$60,000	Outreach and education
Total:	\$671,885	

Sustainability Improvements – Proposed 2023

Projects	Budget	Description
Building Energy Efficiency Program	283,285	- Large commercial building energy efficiency program
Renewable Energy Program	261,715	- Renewable Energy Credits - MadiSUN solar program
Electrification Program	184,035	- Equitable Building Electrification Strategy - Heat Pump Program - Clean Yard Care Equipment Program
Sustainability Program	40,000	- Community partner sustainability programming - Greenhouse gas inventory - Sustainability Plan Update
Zero Waste Program	30,000	- Organic waste program - Master Recycler education
Climate Resilience Program	50,000	- Urban Heat Island
Total:	\$850,000	

*** Does not include funding toward Resilience work and continuation of NOAH as that funding is from other sources (not GO Borrowing). Also Grant funded work / projects started in 2022 and continuing into 2023.