



MAYOR'S MESSAGE AND OPERATING BUDGET INSTRUCTIONS



BUDGET GUIDANCE: BASE PROPOSALS

- Agencies will receive budget targets consistent with the cost to continue current services
- Agencies can reallocate funding across services so long as the overall agency amount is in line with the budget target

BUDGET GUIDANCE: REDUCTION PROPOSALS

- All General and Library Fund agencies are again being asked to include 5.0% reduction proposals for each service
 - Proposed reductions need to be ongoing, not just one-time for 2022, in order to partially address the City's on-going structural deficit
 - Increasing agency revenue or charging other City agencies is likely not a viable option
 - Proposals that result in shifting costs to another funding source must be sustainable on an ongoing basis.
- Public Health is exempt from submitting a reduction scenario.

BUDGET GUIDANCE: INCREASE PROPOSALS

- One supplemental request for the entire agency may be submitted for critical needs and service delivery
 - Agencies should first consider reallocating base resources within and among services before proposing budget increases
 - Where possible, include ways increases can be scaled or phased in over time
 - Describe the implications of any increase over the next five years
 - Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase
 - Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?

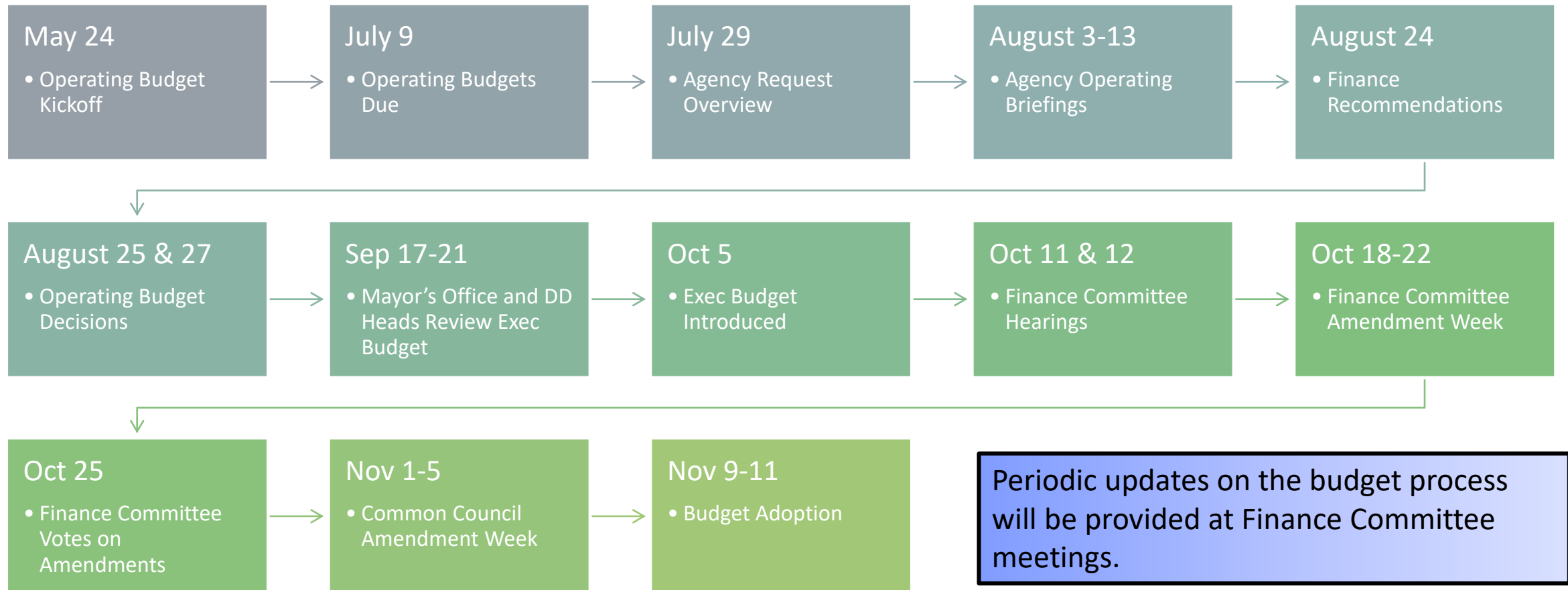
BUDGET GUIDANCE: ENTERPRISE AGENCIES

- All Enterprise Fund Agencies will submit operating budget plans consistent with current revenue projections for 2022
- Agencies projecting revenue shortfalls for 2022 will need to present a base budget that includes expenditure reductions to meet available revenue
- Rate increases should be carefully reviewed in the context of equity and resident ability to pay.

BUDGET GUIDANCE: OTHER PROVISIONS

- Keep racial equity and social justice at the forefront of everything we do – the new equity questions should guide the development of operating budget proposals.
- Think about ways to potentially save beyond the silos of each agency. Offer ideas of ways improving coordination to help drive down costs.
- Proposals that result in shifting costs to another funding source must be sustainable on an ongoing basis
- Apply what we have learned from the pandemic response -- novel ways to combine services and other innovative ideas are strongly encouraged
- Agencies should not include any Town of Madison-related costs in their budget requests. Costs associated with the Town attachment will be prioritized and included in the 2022 Executive Operating Budget.

OPERATING BUDGET: KEY DATES



BUDGET ANALYST PORTFOLIOS

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Budget Analyst Assignments-Effective June 2020

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Agency Portfolio

Fire

Police

Public Health

Municipal Court

Debt

Library

Mayor

Common Council

Misc Appropriations

Workers Comp/Insurance

Finance/Treasurer

Assessor

Clerk

Engineering

Sewer

Stormwater

Landfill

Water

Fleet

Streets

Parks/Golf (Impact Fees)

PCED Office of the Director

CDD

EDD (TIF)

Planning

CDA

Building Inspection

Monona Terrace

Room Tax

IT

Metro

TE

Parking

Transportation

General Fund Revenue

HR

EAP

DCR

Attorney