



Office of the Mayor

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Date: October 5, 2010

To: Mayor Dave Cieslewicz
Members – Board of Estimates

From: Andrew J. Statz
Fiscal Efficiency Auditor

Subject: Alternatives to resolve PEG funding gap

Background. Madison City Channel (MCC) provides video access to City of Madison government, its meetings and current events. MCC's current mission statement is:

The mission of The Madison City Channel is to make local government more accessible to the citizens of Madison. By providing a direct link between local government and the cable network, The Madison City Channel will promote citizen access and exposure to local government and further government accountability. The Madison City Channel will also provide City government with access to the cable network for training, data transmission, and other valuable exchanges of public information.

Activities of MCC include the following programs and services:

- Coverage of local legislative meetings;
- Coverage of local governmental boards, committees, and commissions;
- Programs on current events and reports from public officials;
- Programs regarding local government services;
- Providing video production services to City agencies;
- Cultural and educational productions;
- Programming obtained from outside sources; and
- Community Bulletin Board.

In 2007, the state passed Act 42 that eliminated public, education and government access funding (PEG fees) from subscriber contributions effective January 1, 2011. The loss of PEG fees has resulted in a budget gap of \$354,424 for MCC beginning in 2011.

Madison City Channel Ad Hoc Committee. The Mayor formed an ad hoc committee of alders and citizens to seek recommendations before publishing his 2011 operating budget. From April through August 2010, the Madison City Channel Ad Hoc Committee discussed ways of closing the PEG funding gap. The committee concluded its work on August 26, 2010. Its final report is provided as Attachment #1.

In summary, the committee's recommendations for the near term are:

- a) Increasing general fund/cable franchise fee support;
- b) Seeking enhanced sponsorship and other fundraising;

- c) Charging organizations covered in ad hoc programming;
- d) Increasing rates charged for Dane County Board meetings; and
- e) Merging with Information Technology (IT).

This report complements and assesses the recommendations of the committee. Research for this report included meeting with all MCC permanent management and staff at least once, communications from MCC staff and management, attending ad hoc committee meetings, and review of budget documents, City websites, and position descriptions.

Gap left by a loss in PEG funding. The loss of funding from PEG fees totals \$341,603. In addition, MCC's budget submission for 2011 makes various changes to its 2010 adopted budget that increase the gap to \$354,424.

These changes include increases to permanent salaries, benefits and overtime totaling \$11,174 that are needed to cover steps and longevity, premium pay and actual experience. Other highlights include various adjustments for non-staff expenditures and revenue, such as:

- Eliminating one of two service vans assigned to MCC by Fleet Service to save \$5,000. This second vehicle is used in the event of MCC covering two off-site events at the same time, which is rare. According to staff, it is primarily limited to general office use.
- Eliminating tuition and travel expenses for conferences and training to save \$3,500. Attendance of any of these events would be out-of-pocket for the attendee.
- Reducing printing, advertising and postage to save \$1,700. This will reduce or eliminate the number of printed programming schedules distributed to libraries and community/neighborhood centers. This information would continue to be available on the City website.
- Increasing telephone charges, hardware and software supplies, and work supplies by \$5,775 to reflect actual experience and make up for losses in non-levy funding for equipment.
- Reducing revenue projections for miscellaneous charges for services by \$7,000 to reflect actual experience.

Elimination of closed captioning was in the agency's cut plan. Because closed captioning provides access to MCC programming for the deaf community and hard of hearing individuals, this reduction of \$11,500 was rejected by the Mayor.

Staff definitions. This report makes a distinction between staff, production assistants, and management.

"Staff" collectively refers to production staff (i.e. Producer/Directors 1 and 2), the Cablecast Production Technician that primarily performs engineering functions, the Assistant Production Coordinator that administers the Community Bulletin Board, and the vacant Community Bulletin Board work-study/hourly position. These positions are represented by Local 60.

"Production assistants" refers to work-study, hourly, volunteer and intern positions working flexible schedules on an as needed basis. These positions are not represented by a labor union.

"Management" refers to the Station Manager, Programming Coordinator and Production Supervisor. All

three of these positions are in Comp Group 18 which consists of professional, technical and supervisory positions. They are not represented by a union.

When all of these position types are used together, they are referred to as MCC's "staffing".

Union affiliations and employment rights. During changes in organizational structure or staff reductions, persons employed by the City have certain rights to employment. These rights differ for positions represented by labor unions and those that are not.

Represented positions. MCC staff represented by Local 60 are:

- Cablecast Production Assistant (cg 20/13, one full-time position);
- Producer/Director 2 (cg 20/11, one full-time and one part-time position);
- Producer/Director 1 (cg 20/09, one part-time position);
- Producer/Director Hourly (cg 16/11, vacant); and
- Assistant Programming Coordinator (cg 20/11, one part-time position); and
- Community Bulletin Board work-study/hourly position (represented if hourly, vacant).

Full bumping rights. Should any of these positions be eliminated, incumbents have certain rights to other positions represented by Local 60 throughout City operations provided it is at their salary range or lower, at their FTE count or lower, and they meet the minimum job qualifications of that position. The position they move to could be vacant or filled by another person if the initially displaced worker has seniority. Such a transfer is made without an interview process and is referred to as a bump.

So, any staff currently in a represented position at MCC could exercise his or her bumping rights and work for another agency within City government if their position is eliminated.

Non-represented positions. Management and supervisory positions at MCC are not represented by a union. Non-represented positions at MCC are:

- Station Manager (cg 18/10, one full-time position);
- Production Supervisor (cg 18/07, one full-time position); and
- Programming Coordinator (cg 18/04, one full-time position).

Work-study, volunteer and intern positions are not represented by a union.

Limited bumping rights. The ability of incumbents in non-represented positions to bump into another job in City operations is limited to their agency. In this case, that would be MCC and IT to which MCC is officially attached.

Otherwise, rules similar to represented bumping rights would apply. The target position must be at or lower than their current FTE count, be at or lower than their current salary range, and the person must have seniority over the incumbent of the target position. The person must also meet minimum job requirements of the target position.

A person displaced from a non-represented position may apply for other positions in City operations. Generally, these positions must be applied for through a conventional hiring process. There is an exception for cg 18 positions that open up prior to the elimination of the displaced worker's position. The position must be at or below the range of the eliminated position, and the employee must be minimally qualified for the position.

In these instances, the employee could request a voluntary transfer or demotion. If the employee requests it, and the department head with the vacant position agrees, the department head could interview the employee and offer him or her the job. The agency head decides whether hiring this person occurs with or without consideration of other candidates.

Historic staffing levels. Annual hours worked by all MCC staff is summarized in Attachment #2. Since 1999, there has been a trend of increasing hours worked by permanent staff working regular full-time and regular part-time hours. During this time, there was an accompanying decrease in hours worked by temporary hourly and work-study students.

An hourly employee represented by Local 60 cannot work more than 1,040 hours in any calendar year. Also, after several years in an hourly position, an argument can be made that the work performed by that person is permanent in nature and is inappropriately classified as an hourly position. So, the cause of this shift is likely the entitlement of hourly staff to permanent positions under City work rules due to either the number of hours exceeding 1,040 per year or the length of their tenure in that position.

The fiscal impact of this shift is greater wage rates being earned by staff and a guarantee of either full-time or part-time hours, rather than earning time strictly for time spent assigned to specific duties. Staff and management state the programmatic results of this shift are more experienced staff and an increased professional appearance of MCC programs.

Current organization. MCC's current organizational chart featured in Attachment #3 identifies 6.50 FTE permanent positions currently held by eight employees. In addition, the organizational chart identifies the use of students earning work-study wages, interns, volunteers and hourly staff.

A projected status quo annual salary and benefit costs for 2011 for all permanent staff is outlined in Attachment #4. This attachment illustrates what permanent staff costs would be if the operating budget contains no changes in staffing levels in 2011. It also presents for consideration a range of savings options for the elimination of permanent positions.

Permanent staff. The Station Manager is a full-time position primarily responsible for overall supervision of MCC activities, producing and directing "District Reports", writing the MCC monthly newsletter, preparing and monitoring budgets, and deciding which events MCC will cover. The Station Manager has direct oversight of the Programming Coordinator and the Production Supervisor.

The Programming Coordinator is a full-time position primarily responsible for scheduling MCC programs to be aired, overseeing and scheduling master control that airs programs, updating the MCC website, managing the program library, and serving as office manager (which includes payroll clerk and ordering supplies). The Programming Coordinator oversees a part-time Assistant Programming Coordinator, which is primarily responsible for finding information for and designing the Community Bulletin Board.

The Production Supervisor is a full-time position primarily responsible for the scheduling of crews and equipment to cover events, supervision of production staff, and hiring Production Assistants. The Production Supervisor oversees the Cablecast Technician and one full-time and two part-time Producer/Directors, who in turn oversee a cadre of Production Assistants.

The Cablecast Production Technician is a full-time position primarily responsible for MCC's technical

issues, with some time spent producing and directing. About half of position's time involves technical or engineering tasks including the installation and maintenance of hardware and software, emergency equipment repairs, and researching replacement equipment. Other tasks include producing and directing "Access: City Hall", the Alcohol License Review Committee, and ad-hoc productions and working with the Production Supervisor to develop purchasing plans.

The Producer/Director positions are a mix of full-time and part-time positions primarily responsible for video projects. They also meet with clients to determine program needs. Each Producer/Director is responsible for covering specific committee meetings, producing and directing specific productions, and covering ad-hoc productions. A Producer/Director may also have a specialty such as set design, studio lighting or internal video production.

MCC also has two hourly positions in its organizational chart – a Producer/Director Hourly and a Community Bulletin Board work-study/hourly position. Both of these are currently vacant.

A detailed breakout of specific roles and responsibilities of these positions was provided to the committee. It is featured in Attachment #5.

Production Assistants. In addition to permanent staff, MCC utilizes about a dozen part-time production assistants that operate video cameras during meetings and productions. Experienced Production Assistants take on some production and directing tasks. The number of hours worked by individuals varies greatly.

A majority of these positions are staffed by work-study students from the UW-Madison. Work-study is a federal financial aid program where the City pays half of the worker's wages, and using federal funds the university pays the other half.

Occasionally, these positions are staffed on an hourly basis outside of a work-study program. Also, while it is an existing option, it has been several years since these positions have been staffed by unpaid interns or volunteers.

Discussion of the committee's recommendations. The committee's recommendations primarily focused on increased funding from various sources. It also discussed merging MCC with IT, which could yield some staffing and programmatic efficiencies.

A. Increasing general fund/franchising fee support. MCC has been primarily supported by a combination of PEG fee revenue and general fund subsidy. Among other things, the committee recommends increasing the general fund subsidy for MCC to offset the loss of PEG fee revenue.

Historic funding levels. The chart in Attachment #6 shows a history of general fund support, funding from PEG fees, and revenue from other sources.

In the 2010 adopted budget, MCC received about \$223,800 in general fund support. Filling the complete gap of \$354,424 with the general fund would represent increasing the general fund support for MCC by almost 160%. Current economic conditions and the relative size of this increase make filling a gap entirely with general fund dollars unlikely. A combination of other measures will likely be needed.

Cable franchise fees. The committee discussed providing MCC with an increased subsidy from the general fund citing ongoing funding from cable franchise fees. Cable franchise fees are allowed under

federal law and amount to 5% of gross revenues from video services provided by Charter and AT&T. These quarterly payments are a form of rent payment to the City for use of the public right-of-way. The cable companies collect these funds from subscribers as a line item on their monthly bills.

Franchise fee payments to the City in 2010 are projected to total \$2.2 million. These revenues are deposited to the general fund. Examples of other general fund revenue include property taxes, payments in lieu of taxes (PILOT), building permit fees, interest income, parking tickets, state aid, and ambulance fees. Like all other revenues deposited to the general fund, they are not tied to the expenditures of any particular agency or program. The Treasurer's Office does not get a portion of interest income, the Police Department and Parking Utility do not get parking ticket revenue, the Fire Department does not get an earmark of ambulance fees, and so on.

Growth in cable franchise fees is speculative. Because general fund revenues are shared by nearly all City agencies, assigning a portion of an existing general fund revenue stream, like franchise fees, simply amounts to reallocating existing general fund support from other agencies and programs. Because of these realities, this report does not recommend earmarking a certain amount of funding from franchise fees to support MCC operations.

B. Seeking enhanced sponsorship and other fundraising. The committee discussed the potential of soliciting funds from entities outside of City government. It can be argued that a City agency (supported at least in part by property taxes) would have a hard time convincing donors to make voluntary contributions.

Further, current staff does not have sufficient fundraising experience that would be needed to successfully and consistently bring in donations and sponsorships. Such planning and expertise would have to be acquired with additional staff or, more likely, contracting for such services.

Competition for these funds could be tight. Madison area donors are already supporting public television, public radio and WYOU.

There would be legal concerns about the appropriateness of City staff engaging in fundraising that would have to be addressed. This would likely require the formation of a 501(c)3 organization.

Sponsorship of certain programming or general coverage would be closely associated with advertising. The appropriateness of effectively providing advertising space to commercial operations on a City-owned television channel and website would ideally be decided by the Common Council.

Because of these concerns, this study makes no assumptions about additional revenue brought in by sponsorship or fundraising.

C. Charging organizations covered in ad hoc programming. The committee discussed the possibility of charging new or increased fees to non-City clients. This would include coverage of Rotary events and other non-profit organizations at off-site locations and using the Community Bulletin Board. However, it is uncertain whether existing clients would continue coverage at their current levels if fees were assessed. So, it is not possible to reliably estimate what revenue could be realized from these new fees.

As discussed by the committee, if new fees were implemented they could be phased in over a period of time. For example, fees could be stepped up over an implementation period of three or four years. This measure would not, however, improve the reliability of any revenue estimates. Further, it only nets part

of the financial benefit of charging non-City clients until the full fee amount is charged. The remainder would have to be funded through increased general fund support.

Because of these concerns, this study makes no assumptions about additional revenue brought in by charging organizations covered in off-site ad hoc programming.

D. Increasing rates charged for Dane County Board meetings. The committee discussed increasing fees charged to cover meetings of the Dane County Board. For 2009, the City charged the County \$4,297 to cover its board meetings. Fees to the County are currently discounted by 25%. The idea behind this proration is that City residents may be interested in County board activities. However, funding from the County used to support MCC coverage of its board meetings is already being provided by City of Madison residents who are also Dane County residents. Payments from City residents account for about half of the County's property and sales tax revenue. Accordingly, the committee recommended charging the County the full amount which would increase revenue by about \$1,115.

While this increase corrects an error in logic, it remains artificially low. The MCC production rates distributed to the committee indicates that the County could be charged \$15,455 per year, which includes an allocation of overhead charges that would be appropriate to charge to a non-City entity. Increasing the amount billed to the County to cover meetings of the County Board would increase revenues by about \$11,158.

E. Merging with IT. The City Channel Manager currently reports to the IT director, though MCC is not fully integrated into IT's organizational structure. Given its current relationship with IT, this alternative is not technically a merger and actually reflects building a closer association with IT and a potential sharing of staff. Regardless, the term "merger" was frequently used by the committee so its use is continued here.

Administrative support. Merging MCC with IT would enable the absorption of administrative duties by existing IT staff. It currently has a full-time Program Assistant 2 that could take on responsibilities of payroll and general office management. This position is currently responsible for 42.0 FTE. Responsibility for a half dozen or fewer FTE and about twelve work-study and hourly positions could be accommodated by IT staff, which would allow a reduction in staff and related costs at MCC.

Beyond financial savings resulting from potential staff efficiencies, a merger with IT has several programmatic benefits.

Technical support. A merger with IT would help MCC better plan for the future of disseminating information. Video production is no longer a system based on video tapes. The provision of programming on television channels and websites is digital, the technology to capture this material is increasingly technical and is rapidly evolving, and distribution of information is increasingly web-based via texting, YouTube and Twitter. A merger with IT could provide MCC with greater resources to support and coordinate graphics. Updating the MCC website could be absorbed by IT's existing Web Team.

Managerial support. MCC would benefit from frequent and direct oversight of an appointed agency head. This is generally true for any City agency headed by a cg 18 position, which do not have the full breadth of management responsibilities and accountability as appointed cg 21 positions.

More direct oversight by the Information Services Manager would enable better monitoring of senior MCC staff's activities and performance. A performance plan could also be used to identify training

opportunities needed for senior MCC staff to fully satisfy their job duties.

With the Information Services Manager serving as the appointing authority for MCC and monitoring staffing levels and utilization, wages and overtime could be easier to control.

Staffing alternatives under a merger with IT. The potential impact on staffing as the result of a merger with IT requires a detailed discussion.

A breakout of permanent staff responsibilities was presented to the committee and is featured in Attachment #5. A review of staff responsibilities provided to the committee and interviews with management and staff were used to explore the following possible staff efficiencies.

Reduce Management. MCC currently has three positions classified as management or supervisory.

Station Manager. Based on discussions with management and staff and the breakout provided to the committee, some of the job duties of the Station Manager could be reduced, eliminated or assigned to other MCC staff.

Responsibilities for contacts with the public, City staff and elected officials, public relations, researching and approving ad hoc productions, and meeting with clients are all similarly related and likely overlap. The breakout provided to the committee allocates 45% of the Station Manager's time to these duties. Given similarity and overlap, a combination of these could account for 30% of the Station Manager's time.

Short- and long-term planning and strategy account for 15% of the Station Manager's time. Given this amounts to eight weeks of work per year, this amount could be considered excessive. Because MCC's duties are relatively stable from one year to the next, a more appropriate amount of time could be 5%, which still represents 2½ weeks of planning per year.

Producing and directing "District Reports" accounts for 10% of the Station Manager's time. Staff site a possible violation of terms in the Local 60 contract that prohibits union work from being done by supervisors and managers unless on an emergency basis or if it constitutes a minimal amount of the supervisor's time. Production and direction of "District Reports" could be absorbed by represented Producer/Directors or, if appropriate, Production Assistants.

MCC depends on Comptroller's Office staff to prepare its annual budget to a greater extent than most agencies. Given this reliance and the comparatively short amount of time needed to prepare budget requests and monitor expenses by most agencies, this is likely less than 10% of the Station Manager's time on an annual basis as identified in the breakout. It could be assumed that 5% is a more accurate representation.

According to the breakout, the Station Manager spends 10% of its time on the preparation of MCC's monthly report and other reports. This translates to over five weeks of time spent per year on preparation of these reports. The monthly report is typically about 16 pages in length. Given it is not closely tied to MCC's central mission, it could be argued that this amount of time should be completely reallocated to other tasks.

Supervision of senior staff is identified as 5% of the Station Manager's time. The long tenure and experience of senior staff (and actually all permanent MCC management and staff) makes actual time

spent on this to be likely less than 5%.

Miscellaneous tasks account for 5% of the Station Manager's time. With the flexible needs of any operation, this is a reasonable proportion.

Production Supervisor. Based on discussions with management and staff and the breakout provided to the committee, some of the job duties of the Production Supervisor could be reduced, eliminated or assigned to other MCC management or staff.

Scheduling of staff is identified as taking 25% of the Production Supervisor's time. MCC currently employs a paper-based calendaring system to assign production staff to meetings and programs. Staff is required to check the schedule regularly to sign up for shifts. Some staff and production assistants indicate a preference for a core schedule of hours set at the beginning of each school semester with additional hours available on an as-needed basis.

MCC should consider scheduling via an online package such as TeleStaff, which is being used by several City agencies. TeleStaff provides flexible electronic scheduling with remote access for employees to pick their hours. It also allows for automated notification of available hours making it easier to alert staff to unexpected absences and unexpectedly long meetings that require coverage on short notice. Use of a more automated system could allow the amount of time spent scheduling staff to be reduced to 20% of available time.

The breakout identifies 25% of the Production Supervisor's time being spent on personnel matters including hiring, training and evaluating employees. This is likely an overstatement of the amount of time actually needed or spent on these activities. MCC utilizes about a dozen work-study Production Assistants and about half of these are hired new each year. If the hiring process lasts four weeks and is the only responsibility of the Production Supervisor during that time, hiring accounts for less than 10% of a year's work. According to staff, training of new hires consists of a tour of the studio, overview of major equipment, and basic orientation for camera operation. The rest is largely on-the-job-training. If training for a dozen employees is two hours each, that would account for an equivalent of three days of work. According to staff and management, staff reviews have not been conducted since 2005. Even adding staff reviews to the list of duties could take this down to 15% of available time.

Assigning projects to Producer/Directors and monitoring the quality of production staff's work is identified as taking 10% of the Production Supervisor's time. These duties largely overlap with general scheduling responsibilities that could be addressed by an application like TeleStaff. Monitoring production staff's work overlaps with general personnel matters that include evaluating staff performance.

Long-range planning and policy development are identified as 10% of the Production Director's time. As discussed with the Station Manager, 2½ weeks of long-term planning conducted by the Station Manager each year should be sufficient for an organization of this size and complexity.

Meeting with clients to discuss special projects is identified as 10% of available time. These meetings likely overlap with the Station Manager's duties and Producer/Director discussions with clients. Further, to avoid misinterpretation, more detailed conversations with clients may be more appropriate at the Producer/Director level.

Maintaining procedural and technical manuals is identified as 5% of the Production Supervisor's time.

According to staff, technical and procedural manuals have not been updated for years. If regular updates of these materials were conducted, 2½ weeks per year should be a sufficient amount of time to do so.

Maintenance, repair and troubleshooting of technical equipment are identified as 5% of available time. Because this work is largely done by Producer/Directors and the Cablecast Production Technician, these duties could be absorbed by these positions.

Staying current with new technology is identified as taking 5% of the Production Supervisor’s time. Staying current with technology should be an incidental responsibility of all staff at MCC, but especially management and the Cablecast Production Technician.

Miscellaneous tasks account for 5% of the Production Supervisor’s time. With the flexible needs of any operation, this is a reasonable proportion unless duties of this position are combined with the Station Manager.

Combining Station Manager and Production Supervisor. Based on the duties that could be reduced, reassigned or absorbed, the Station Manager and Production Supervisor duties could be combined into a single full-time Media Team Supervisor.

<u>Station Manager</u>		<u>Production Supervisor</u>		<u>Combined Media Team Supervisor</u>	
20%	Contacts	25%	Scheduling	30%	Contacts, ad hoc, clients
15%	Planning	25%	Hiring, training	20%	Scheduling
15%	Ad hocs	10%	Assigning projects	15%	Supervise staff
10%	Meet with clients	10%	Planning	15%	Hiring, training
10%	District Reports	10%	Meet with clients	5%	Planning
10%	Budgeting	5%	Manuals	5%	Budget
10%	Newsletter	5%	Maintenance	5%	Manuals
5%	Supervise staff	5%	Technology	5%	Misc.
5%	Misc.	5%	Misc.	100%	TOTAL
100%	TOTAL	100%	TOTAL		

The above combination of these duties is intended for illustration purposes. If these two positions are combined, actual allocation of these and possibly other job duties would be determined following a review by Human Resources.

Elimination of the Production Supervisor position would save \$91,352 per year. Making this change effective April 1, 2011, will give the incumbent greater opportunity to seek employment elsewhere in the City or outside of City operations than the effective date of the annual budget, which is January 1, 2011. With a delayed effective date of April 1, 2011, this amount would be \$68,514.

Programming Coordinator. Creating and disseminating the MCC program schedule accounts for 20% of the Programming Coordinator’s time. The program schedule is posted online and is distributed via hardcopy. MCC’s budget submission for 2011 cuts printing and mailing expenses, which would effectively move distribution of monthly schedules from a paper-based system to an entirely web-based system. These duties should remain with MCC staff.

Programming master control accounts for 20% of the Programming Coordinator’s time. Master control is

used to air daily programming at specified times. These duties should remain with MCC staff.

Other duties including overseeing promotional efforts for MCC, completing duplication requests from customers, and miscellaneous duties account for 5% each. These duties should remain with MCC staff.

Based on discussions with management and staff and the breakout provided to the committee, some of the job duties of the Programming Coordinator could be assigned to other staff in IT. Some duties could be assigned to the Program Assistant 2 and Web Team staff currently in IT. In doing so, the Program Coordinator could be reduced from 1.0 FTE to 0.55 FTE, which reflects the duties outlined above.

Duties that would transfer to the Program Assistant 2 in IT would include office management and serving as payroll clerk for permanent, hourly and work-study staff. The Programming Coordinator is responsible for updating the MCC website and creating links to streaming programming. These functions could be absorbed by IT's Web Team.

Absorption of duties to accommodate elimination or reduction of MCC positions would not require any changes to the current structure or staffing of the Web Team or IT as a whole.

The Programming Coordinator is a cg 18 position because it used to oversee several staff members that loaded tapes into master control to air MCC programming. Today, this has become a digital process and this position no longer oversees staff assigned to running master control. The current organizational chart shows this position as overseeing the Assistant Programming Coordinator, which is responsible for the Community Bulletin Board. However, that position is largely independent and, according to the breakout of staff time, supervision of that position accounts for only a fraction of 5% of the Programming Coordinator's time.

Because it no longer has significant supervisory responsibilities, the Programming Coordinator position could be deleted and recreated as a cg 20 position. The range would be determined following a review of job duties by Human Resources. This position would be represented by Local 60.

Recreation of the Programming Coordinator as a union represented 0.55 FTE position would save \$44,327 per year. Making this change effective April 1, 2011, will give the incumbent greater opportunity to seek employment elsewhere in the City or outside of City operations than the effective date of the annual budget, which is January 1, 2011. With a delayed effective date of April 1, 2011, this amount would be \$33,245.

Reduce Staff. The committee discussed at length a desire to maintain quality programming. Quality can be defined as both video/audio quality and breadth of coverage. It was felt that a reduction in quality would result in lower viewership. Reduction of Producer/Director 1 and 2 positions would have a negative impact on the number of programs and meetings covered by MCC.

Producer/Director 1 and 2 positions. As described in "Historic staffing levels", the number of hours worked by permanent staff has increased since 1999. This occurred at the expense of hours worked by hourly and work-study staff. While this has increased personnel costs for MCC, it has led to a more professional and experienced workforce and enhanced the quality of programming and meeting coverage.

Because these positions are responsible for the pre-production, directing, troubleshooting and post-production of MCC programs and meeting coverage, the potential elimination of these positions is closely tied to the elimination of such coverage. Cuts to program and meeting coverage that would be

needed to eliminate Producer/Director positions is discussed further in the section titled “Reducing coverage and programming” below.

Cablecast Production Technician. This position is largely responsible for the maintenance and repair of MCC’s technical assets. This includes routine installation and maintenance of hardware and software, emergency repairs and troubleshooting, research and reviewing manuals, diagnostics, database management, and teaching other staff.

The position description for the Cablecast Production Technician should be reviewed for the possibility of defining it as a City Channel Engineer position by potentially reassigning some of its production duties to other staff and absorbing any technical duties of the Production Supervisor.

Assistant Programming Coordinator. This position updates and maintains the Community Bulletin Board, which is a videotext bulletin board that runs at various times throughout the day MCC’s cable channels 98 and 994. The Community Bulletin Board features government job openings, press releases from City agencies, details on MCC programming, meeting and event notices, and information on non-profit organizations and non-City government agencies.

Because this position operates independently, it could be renamed Community Bulletin Board Technician and work under the direct supervision of the Media Team Supervisor. This would be similar to all other positions at MCC if the Production Supervisor position is eliminated and the Programming Coordinator is recreated as a cg 20 position.

Production Assistants. MCC makes extensive use of work-study and hourly staff to operate cameras, monitor soundboards and other activities during productions. Under the work-study program, the City pays half of the wages earned, and UW-Madison and other educational institutions with work-study programs use federal funding to pay for the other half.

Capitalizing on the presence of UW-Madison, MATC and other area education institutions, providing MCC as a place of learning, and assisting with education expenses are all priorities that should be kept in place. Further, because of cost sharing and the fact that these are MCC’s lowest paid positions, a large number of them would have to be eliminated to realize any sizable savings.

Vacant positions. The Producer/Director Hourly and Community Bulletin Board work-study/hourly positions are currently vacant. They have been vacant for some time and given the funding gap, these will not be provided with funding any time soon. Accordingly, position authority for these positions should be eliminated to accurately reflect their authorized strength and expenditure authority.

Reducing coverage and programming. The committee did not discuss at length whether or which regular meetings or scheduled programming could be eliminated to help fill the funding gap. Regular meeting coverage provided by MCC includes:

- Common Council
- Board of Estimates
- Plan Commission
- Dane County Board
- Alcohol License Review Committee
- Commission on People with Disabilities
- Transit and Parking Commission
- Pedestrian/Bicycle/Motor Vehicle Commission

Public affairs programming includes:

- Access: City Hall
- The Mayor's Report
- District Reports
- Senior Beat
- Conexion Latina
- Know Your Candidates

MCC has compiled an inventory of the number of hours spent by staff to shoot, pre-produce and post-produce its shows. On average based on the number of people typically scheduled to work a shoot and their pay rates, it can be assumed that coverage of meetings and scheduled programs cost about \$70 per hour.

Based on this rate, coverage of City committees ranges from \$3,000 to \$10,000 per year. Most come in less than \$6,000. For example, coverage of the Alcohol License Review Committee totals about 84 hours per year at a cost of \$5,880.

Production of public affairs programming ranges from \$3,000 to \$5,000 per year. For example, MCC staff spends about 45 hours per year to deliver The Mayor's Report at a cost of \$3,510.

Each program or meeting accounts for only portions of each staff member's time. However, if coverage of a sufficient number of programs or meetings is cancelled, then an offsetting reduction in Producer/Director staff could be made.

Elimination of these positions could start with the least senior person, which would be the part-time Producer/Director 2. The Producer/Director 2 may not be currently assigned to those programs or meetings identified for elimination, so job duties would be shifted among the remaining staff.

To illustrate the number of program and meeting cuts needed, the currently budgeted salaries and benefits of the part-time Producer/Director 2 are \$32,568. Given most meeting coverage and productions cost \$3,000 to \$6,000 per year, at least six programs or committee meetings would have to be cancelled to achieve sufficient savings to cover the elimination of the part-time Producer/Director 2. If a few programs or meetings are eliminated, the resulting savings could be applied to hourly and work-study wages or reduce overtime payments to permanent staff.

Naturally, the most visible reductions in coverage would occur if programs are cut. Given the constituencies that support each program or meeting coverage, their elimination should not be taken lightly. Without viewer survey data, it is not possible to know how many viewers tune into or download any particular show.

Without guidance from the Common Council as to which programs or meeting coverage should be eliminated, this report does not contemplate reductions in a large number of programs. The committee also expressed an interest in maintaining MCC's core mission and retaining the current breadth of programs and coverage.

Recommendations. Given the current economy, the budget gap of \$354,424 is too large to fill completely with an increased subsidy from the general fund.

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The gap is also too large to fill completely using staffing cuts. Given its small staffing size, closing the gap entirely with staff and/or management cuts would cost MCC over 65% of its authorized positions and hourly staff.

The situation requires a combination of alternatives. The intent of the following recommendations is to reduce the amount of general fund needed to close the funding gap left by the elimination of PEG fees by identifying a combination of alternatives that would minimally impact the quality and breadth of MCC programs and meeting coverage.

Recommendation #1. Merge MCC with IT. This includes adding MCC to IT's organizational chart as a new Media Team, increasing oversight of the IT manager over MCC and its senior staff, and providing administrative and technical support of MCC operations.

Recommendation #2. Combine Station Manager and Production Supervisor into a single Media Team Supervisor position effective April 1, 2011. Elimination of the Production Supervisor position would save \$68,514 in 2011 in salary and benefits in 2011.

Recommendation #3. Because it no longer supervises staff, the Programming Coordinator will be eliminated and recreated as a cg 20 position represented by Local 60. The range would be determined at a later date upon Human Resources' review of job duties. Because this position's office management and website responsibilities would be assigned to existing IT staff, the Programming Coordinator would be recreated as a Programming Technician position at 0.55 FTE. Deletion and recreation of this position on April 1, 2011, would yield a savings of \$33,245 in 2011.

Recommendation #4. Increase charges to Dane County for the coverage of County Board Meetings. Effective on January 1, 2011, this would increase revenue by \$11,158 in 2011.

Recommendation #5. Reduce programming. The Mayor has identified the Mayor's Report as a regularly scheduled program that may be eliminated to help close the PEG funding gap. Effective January 1, 2011, this would save \$3,510 per year.

Recommendation #6. Elimination of current vacancies. While not incurring any additional savings, eliminating the vacant Producer/Director Hourly and Community Bulletin Board hourly or work-study positions would more accurately reflect MCC's staffing related expenditure authority.

Recommendation #7. Increase general fund support to close the remaining gap. This would require \$239,316 in 2011.

Taken in combination, these recommendations completely close the budget gap of \$354,424.

Beginning budget gap	\$ 354,424
Eliminate Production Supervisor	\$ (68,514) effective April 1, 2011
Eliminate Programming Coordinator and create as 0.55 FTE represented position	\$ (33,245) effective April 1, 2011
Increase charges to Dane County	\$ (11,158)
Cancel Mayor's Report	\$ (3,510)
Eliminate current vacancies	<u>\$ -</u>
SUBTOTAL OF CUTS	\$ (116,427)
Increase general fund support	<u><u>\$ 237,997</u></u>
Remaining budget gap	\$ -

Alternative organizational chart. These changes are reflected in the recommended organizational chart in Attachment #7.

To the Mayor and Common Council,

Madison City Channel (MCC) is the window into our city's government and a tool to connect our citizens to those who represent and serve them. Its prime mission is to help make local government accessible to the citizens of Madison by enabling citizen access to local government proceedings and therefore increasing government accountability. The committee believes that MCC's survival is critical to the public's continued access to the City's many public proceedings.

Due to state legislation passed in 2007, MCC will lose a major source of annual revenue, known as the "PEG fee" (public, education, and government cable access television) beginning on January 1, 2011. A portion of this PEG fee paid for almost half of MCC's \$581,955 budget in 2009. The Mayor and Common Council created the Madison City Channel Ad Hoc Committee with the instruction to "find innovative ways to not sacrifice the important service City Channel provides but to also find efficiencies to help close the significant gap it will face in this budget." The Mayor encouraged the committee to take a "fresh look" at how this service is provided. Since then, our committee has met ten times and has worked with the skilled assistance of dozens of Madison staff from several agencies in the formation of this document.

Recommendation Overview

PEG fees constitute a significant share of MCC's yearly budget and its loss puts coverage of city government activities and decision-making processes as well as the coverage of Madison civic events generally in jeopardy. Despite the committee's comprehensive survey of potential budgetary and administrative solutions, it is our opinion that no combination of the following recommendations will close MCC's entire projected shortfall for the next fiscal year. While we believe that the implementation of our group's suggestions will close some of the gap on MCC's deficit, aid from the franchise fees (general fund) will be required if dramatic budget cuts are to be avoided.

Background on State and Federal Law

Federal law allows local governments to enter into local cable franchise agreements with cable operators and to create two revenue streams for local priorities: cable franchise fees and PEG fees.

- **Franchise fee:** 5% of the gross revenues from video services from Madison's two cable TV providers, Charter and AT&T. Paid quarterly into the City's general fund as a form of rent payment for use of the Public Right-of-Way, and collected from cable subscribers as a line item on monthly bills.
- **PEG fee:** 1% of the gross revenues from video services from Madison's two cable TV providers, Charter and AT&T. Originally negotiated by the City and included in the local Franchise Agreement, these fees are eliminated in 2011 as a result of the 2007 state law. Paid quarterly to the City, these funds are

only to be used to support the PEG channels in the City, in proportions determined by the City, and are collected from cable subscribers as a line item on monthly bills.

However, in 2007 the State of Wisconsin undermined the rights of local government by passing Act 42, the Video Competition Act, which stripped Wisconsin cities of their status as local franchise authorities and forbade the collection of any PEG fees as of January 1, 2011. The loss of PEG fees has caused the City of Madison to end support of WYOU public access television and has put Madison City Channel in a budget crisis. Under the terms of federal law, the City of Madison negotiated a 63-cent subscriber PEG fee on Madison cable subscribers. In 2010, this revenue stream totaled \$411,000. Until the 2010 budget, two-thirds of this fee was allocated to City Channel and one-third of this fee was allocated to WYOU. Cable operators are allowed to show this as a governmental fee on cable subscriber bills. In 2010, the City of Madison collected approximately \$2.2 million in franchise fees from Charter Communications and AT&T.

Passage of State Law ends PEG fees as of January 1, 2011

Under Act 42, the State became the “local” franchise authority and the state decided to sunset all PEG fees in existence in the State on January 1, 2011. In response to this situation, in the 2010 budget, the City of Madison cut its allocation of PEG fees to WYOU in half, giving the other half to City Channel. In 2011, with no PEG fees, WYOU will receive no funding from the City and City Channel will face a severe budget crisis.

**MADISON CITY CHANNEL
Operating Budget**

2000 – 2010

MCC Share of PEG Fees	PEG Fees applied to Operating Budget	PEG Fees available for MVS/Capital
2000: \$223,637	\$126,691 (57%)	\$ 96,946
2001: \$258,226	\$132,629 (51%)	\$125,527
2002: \$245,501	\$185,501 (76%)	\$ 60,000
2003: \$250,573	\$155,483 (62%)	\$ 95,090

2004: \$252,737	\$135,610 (54%)	\$117,127
2005: \$253,603	\$179,965 (71%)	\$ 73,638
2006: \$258,847	\$209,344 (81%)	\$ 49,503
2007: \$274,605	\$223,572 (81%)	\$ 51,033
2008: \$267,195	\$256,416 (96%)	\$ 10,779
2009: \$268,347	\$268,347 (100%)	\$ --
2010: \$341,603 (est.)		

Amount of franchise fees the City of Madison has collected, by year:

2000	\$1,521,337
2001	1,665,618
2002	1,778,482
2003	1,862,658
2004	1,884,818
2005	1,957,992
2006	2,126,786
2007	2,203,217
2008	2,118,290
2009	2,133,128

Recommendations

The following recommendations were produced in our effort to analyze all possible sources of revenue and efficiencies. We provide both short and long term suggestions and have listed them in that order.

Revenue-generating proposals

It is our recommendation that Madison City Channel staff explore revenue-generating options to offset the cost of the coverage of non-governmental meetings and community events as well as topical issues programs. In our search for “all available options for Madison City Channel”, as our mission states, we have compiled several revenue-generating recommendations.

Franchise Fees (General Fund) Support:

Given that the lion's share of MCC's budget consists of operating costs, large budget cuts would no doubt translate into a noticeable detriment to the services provided. The channel's ability to provide production and air time to community activities and non-governmental meetings would likely decline and staff levels may need to be lowered to meet lower available fund levels.

Additionally, the history behind PEG funds and their use by cities to assist or fully fund public access programs across the country would suggest that at least a portion of those monies entered into Madison's general fund should be provided to supplement MCC's budget.

For these reasons, it is our recommendation that the Mayor and Common Council, with the implementation of our other recommendations, utilize franchise fees (general fund dollars) to minimize or close Madison City Channel's budgetary shortfall caused by the loss of franchise fees. It is our opinion that direct intervention toward the projected budget deficit will be needed if dramatic losses in meeting coverage are to be avoided. Attached we have also included a diagram demonstrating how many of other municipalities have allotted franchise fees with relation to their public access entities.

Increase Rates Currently Charged for Dane County Board Meetings:

The Dane County Board is currently being charged 75% of normal production rates charged for meetings. We see little to no justification for this discount.

It is our recommendation that this rate be increased to 100% so the costs of covering the County Board's meetings are fully compensated. It is expected that this change will generate approximately \$1,100 extra dollars a year.

Direct Charges to Organizations Covered in Ad Hoc Programming:

Ad Hoc programming produced by the MCC constitutes an enormous portion of the production and staff time of the channel. While the channel currently receives little to no compensation for these productions, we believe that such programming often speaks directly to the mission and purpose of the channel itself. While that may be so, current budget woes could require that going forward MCC charge organizations or individuals for the time spent covering their various meetings. The methods by which such a charging program could be implemented could range from using current rate card practices, creating a new rate system or allowing all covered entities to gradually increase the amount owed to MCC in order to lessen the impact it would have on their involvement with the city.

Concerns have been raised that should non-profit groups be charged for coverage, they would opt out of partnership with MCC. Such a loss of content to the channel could hurt the diversity of the programming offered by Madison City Channel and cause MCC to be less reflective of our community as a whole and less useful to our residents. The committee recommends that the City increase promotion of City Channel in order to raise awareness of the channel among potential non-profit

clients and residents generally. Greater awareness of the channel would translate into greater viewership, which ultimately will make potential clients more willing to pay to have programs produced and aired on the channel and website.

Use of Enhanced Sponsorship and other Fundraising Mechanisms:

Rather than charging non-profit organizations directly to produce and air programs, Madison City Channel could solicit underwriting for coverage of non-governmental programming. The committee studied several examples of fundraising in public sector multimedia productions in the hopes of supplementing MCC's budget for both the short and long term. Our committee proposes two ways MCC could solicit funding for underwriting.

- Following a PBS model, MCC could market a sponsorship apparatus for all forms of programming. The PBS model constitutes a small commercial announcement or graphic that would appear before a specific show or set of shows. This spot would likely include a short message thanking the sponsor and other contributors to the station, shortly followed by the beginning of the program that the sponsor is attributed with supporting.
- MCC could approach area businesses and organizations to support the production of programming in specific content areas (such as for all women's issues programming). Such initiatives could potentially offset some of the considerable cost of off-site production for which the channel currently receives no compensation.

It is important to note that each of these revenue-generating ideas would require a considerable amount of staff time to schedule and administer. As stated earlier, in order to attract sponsors, the City would need to increase its promotion of the channel to promote the value of the station and increase viewership. Such initiatives will need to be carefully studied to ensure that the cost of implementation will not outweigh any potential cost savings. This suggestion is expected to be a longer-term project due to the complexity of such a program's execution.

Administrative Efficiency Proposals

Mayor's Office Staffing Study

A study of MCC's staff and structure is now being conducted by the Mayor's office. Such a study could potentially reveal heretofore-unseen opportunities for improvement in staffing structure and responsibility designation. It is our recommendation that this study be closely scrutinized and implemented should such changes bring greater efficiencies to MCC.

Merger with the Information Technology Department:

While both IT and MCC admit that any merger between the two agencies would not result in any significant budget reductions, the committee believes the City should

investigate whether or not the union of these two agencies could realize staffing and infrastructure improvements over the long term. Currently, the two agencies enjoy a close relationship developing new media services through the City's website. In fact, the City organizational flow chart already lists MCC under the IT Department. MCC and IT staff have both identified several possible additional efficiencies, particularly in the field of equipment engineering and data storage. The more reliable data storage facility hosted by IT would be an improvement for MCC staff and the closer partnership between the two information-based agencies could help foster expansion in the field of "new media" delivery mechanisms for MCC content.

IT Director Paul Kronberger, stated in a July 8, 2010 memo to the committee that 10% of the Programming Coordinator's time and 10% of the Station Manager's time could be saved if IT handled payroll and budgeting for MCC. Mr. Kronberger suggests that graphic work on promotional materials currently done by MCC could be done by the Document Services unit for some additional savings.

However the Common Council and the Mayor go about approaching such a change in the relationship between the two agencies, we think that MCC should maintain a presence in agency management level discussions as this would be important to keep it educated on city happenings.

In summary, it is our conclusion that the Madison City Channel and the Information Technology agencies should continue to work closely together, in particular in the data storage area, and that the city avidly pursue its investigation into whether a consolidation of resources and staffing would promote long-term efficiencies.

Long-term investigation: Collaborate with the other two Access stations to find efficiencies and improve and expand services

In our effort to find efficiencies and take a "fresh look," at how community access television is provided in Madison, the committee also looked at promoting a more cooperative relationship with the Madison Metropolitan School District station (which is similar in size to Madison City Channel) and the community access television station, WYOU. Representatives from both entities spoke to the committee and indicated that School District Superintendent Nerad and WYOU Board Chair Rick Richards, support the exploration of greater cooperative ventures that could result at the minimum in joint production projects and at the most in a non-profit Public, Education, and Government Access corporation. All three PEG stations are facing serious budget cutbacks.

The concept of a partnership or "one stop shop" of community, education and government access television is a viable model used by many other communities and may result in significant cost savings for Madison. We have attached a document in which such collaboration is illustrated in graphics.

Budget cut proposals

Given that the lion's share of MCC's annual budget consists of staff expenses, large budget cuts would translate into staffing cuts and a noticeable decline in services provided particularly in MCC's ability to offer production and air time to community activities and non-governmental meetings. In short, large cuts would cause considerable harm to the amount and quality of programming that MCC is able to produce. Nevertheless, the committee felt obligated to consider what services to cut, should cuts be demanded. Based on the mission of Madison City Channel, the committee has created a suggested scenario for cuts, starting with those programs to be cut first and graduating to those that should be cut last:

1. External Ad Hoc Meetings (for example, Downtown Rotaries, CNI, DMI, Wis Academy)
2. Internal Ad Hoc Meetings (for example, Landmarks on Edgewater)
3. Station Programs (for example, Mayor's Report, District Reports, Conexion Latina)
4. Current Event Programs (for example, Know Your Candidates, Programming related to city business)
5. City Boards (for example, ALRC, Plan Commission, Board of Estimates)
6. Legislative Meetings (for example, Common Council Meetings, County Board Meetings)

The committee has also attached a document prepared by MCC staff that simulates budget reductions, demonstrating what actions could be taken should various budgetary losses be realized.

It is our opinion that if funding for MCC were to decrease, so would the staffing levels. If staffing levels drop, inevitably, so will the quality of the station. For these reasons, the Madison City Channel must maintain professional production values in all its programs, which requires that professionals be retained to direct and produce them.

Proposed Revised Mission of Madison City Channel

MCC's mission statement has not been updated for several years and does not properly reflect modern and future technologies or a more comprehensive goal for the channel itself. Our committee has drafted a suggested replacement for the channel's mission and recommends that it be adopted in order for the channel to maintain an appropriate direction moving into the future.

The revised mission would read:

"The mission of The Madison City Channel is to make local government more accessible to the citizens of Madison. By providing a direct link between local government and the public, the Madison City Channel will promote citizen access to local government and further government accountability. The Madison City Channel will also provide City government with professional video production services and distribution for training, data transmission and other valuable public information.

The Madison City Channel will also create programming that supplements general public information about civic life in Madison.

In order to meet this mission, The Madison City Channel's activities will include the following prioritized programming and services:

1. Local governmental legislative meetings (e.g. Madison Common Council, Dane County Board of Supervisors).
2. Local governmental boards, committees, commissions, etc. (e.g. Board of Estimates, Citizen's Advisory Commission on People with Disabilities).
3. Programs on current events or particular community issues, reports from public officials (e.g. Mayor's Report, Know Your Candidates, District Reports).
4. Programs regarding local government services (e.g. Protective Behaviors for Children, Career Opportunities with the City of Madison, 911).
5. Providing video production services for other City agencies.
6. Productions with a cultural or educational element (e.g. Nolen in the '90's).
7. Programming obtained from outside sources which further The Madison City Channel's mission.
8. Create Community Bulletin Board. “

Capital Budget Spending

While the primary thrust of our committee's time was spent on the operating budget of MCC, it is our hope that the Mayor and Common Council take efforts to provide MCC the resources it needs to maintain its purchasing plan on capital spending. The quality of the product MCC is trying to produce is based not only on its skilled workers but also on quality, reliable equipment that can compete with the industry standard.

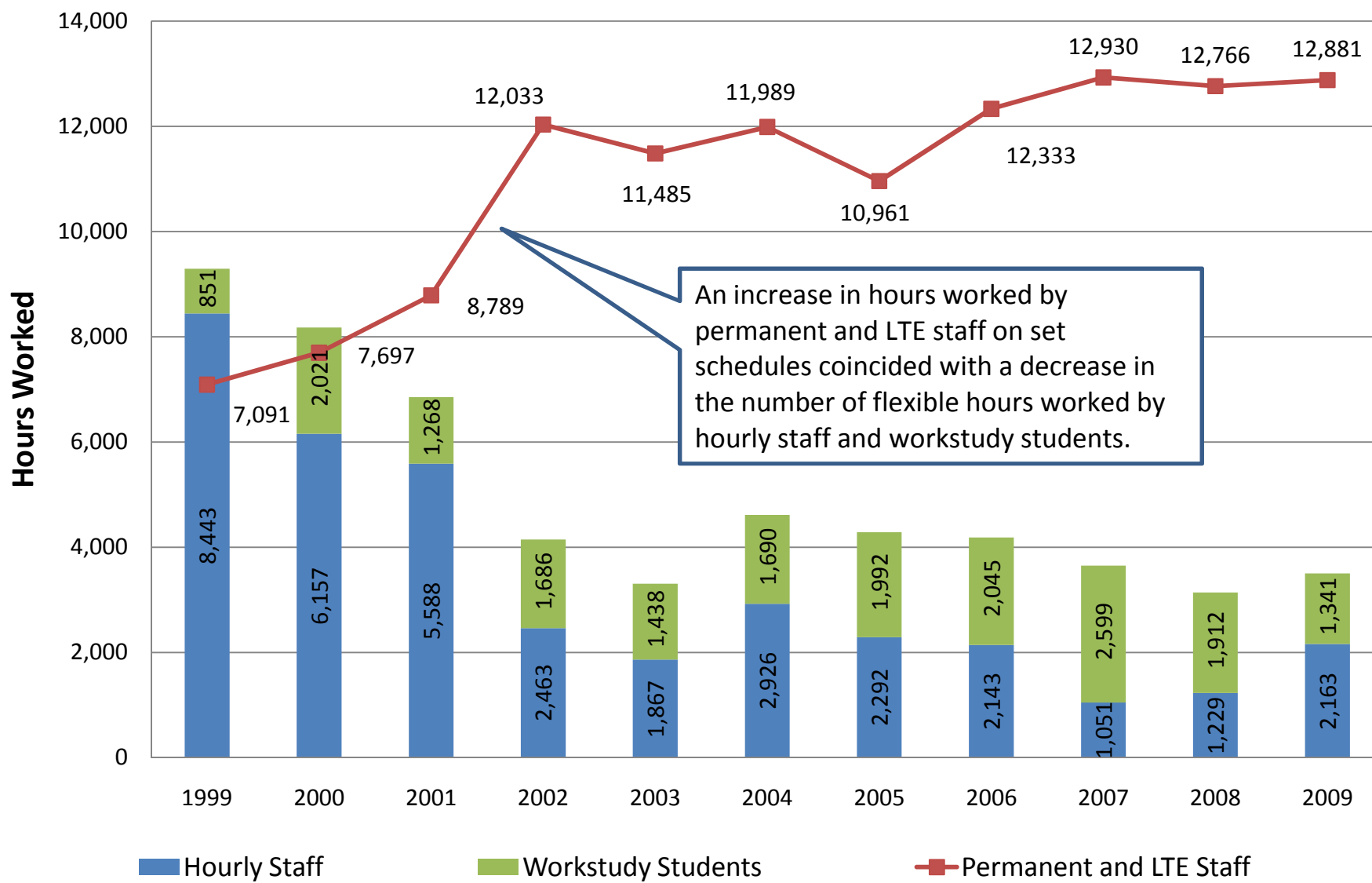
We offer these recommendations with a sincere hope that the mayor's office and common council realize the intensity with which this committee fulfilled its tasks and feel we have provided the guidance needed to make educated decisions in present and future budget deliberations for Madison City Channel.

Respectfully submitted,

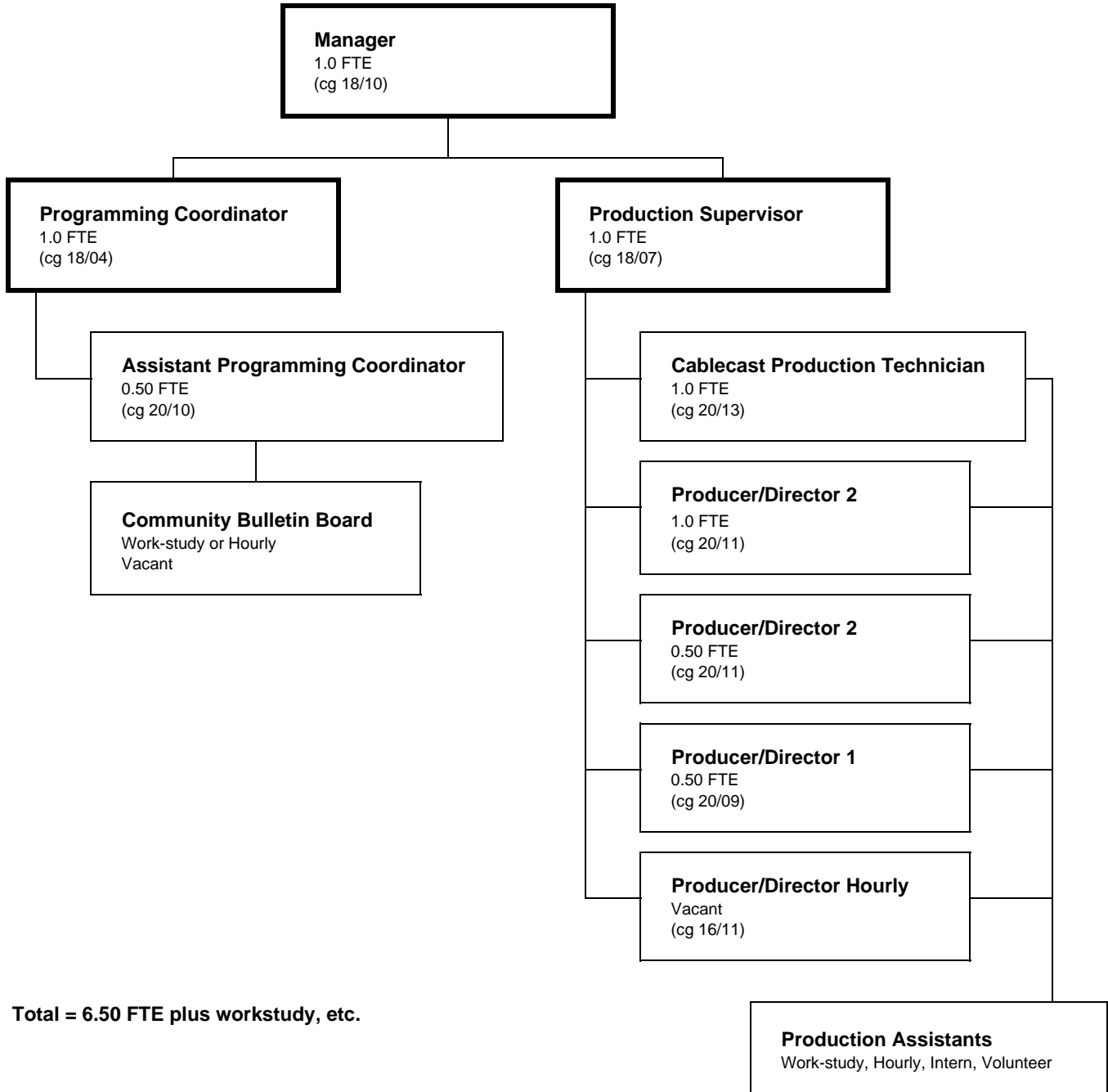
Eli Judge, Chair
Judy Olson, Vice-Chair
Judy Compton, Alder
Bridget Maniaci, Alder
Mary Cardona
Peter Kleppin
Barry Orton

Madison City Channel -- Hours Worked by Staff

Hours worked for regular, regular part-time, and hourly pay



Madison City Channel Org Chart Current Configuration



Total = 6.50 FTE plus workstudy, etc.

Projected Status Quo Salary and Benefits Costs

Costs for 2011 if no changes to current staffing levels

<u>Budget</u> <u>FTE</u>	<u>Title</u>	<u>CG-RG</u>	Based on 2010 Structure		
			<u>2011 Salary</u>	<u>2011 Benefits</u>	<u>2011 Total</u>
1.00	Station Manager	18-10	75,738	30,977	106,715
1.00	Production Supervisor	18-07	64,835	26,517	91,352
1.00	Programming Coordinator	18-04	55,798	22,821	78,619
1.00	Cablecast Production Technician	20-13	50,180	20,524	70,704
1.00	Producer/Director 2	20-11	47,401	19,387	66,787
0.50	Producer/Director 2	20-11	23,114	9,454	32,568
0.50	Producer/Director 1	20-09	22,594	9,241	31,835
0.50	Asstistant Program Coordinator	20-10	22,490	9,198	31,688
<u>6.50</u>		Department Total	362,149	148,119	510,268

7. Staff job duties and time breakdowns

In response to a request from the committee, we have identified permanent staff and a brief description of their major job duties. This verbiage comes to some extent from the official “Class Specifications” from Human Resources (*most of those official documents can be found at <http://www.cityofmadison.com/hr/ClassSpecs.cfm#C> - Assistant Programming Coordinator at <http://www.cityofmadison.com/hr/ClassSpecs.cfm#A>*), but we tried to cut through the bureaucratese a bit. We also attempted to break down the time each person spent on the various tasks in their job by percentages.

Note: if a duty involves direct work in one of the six categories above, it’s indicated by (); indirect work (that is included in overhead above) is indicated by (**).*

Madison City Channel Staff

Brad Clark, Station Manager: Overall supervision of activities; prepares and monitors budget; final hiring and purchasing decisions; heads contacts with public, public relations, outreach, fundraising efforts. Make decisions on coverage of “Ad-Hoc” productions; produces and directs “District Reports”; writes City Channel monthly report; direct supervision/evaluation of Senior staff; liaison with Mayor’s Office, Common Council, other City staff; short- and long-range planning of City Channel directions.

City Channel Manager: Comp Group 18, Range 10

Time Study: 20% *Contacts with public, City staff, elected officials; public relations/outreach/fundraising*
 15% *Short- and long-range planning and strategizing*
 15% *Discussing, researching, approving “Ad-Hoc” productions (**)*
 10% *Meetings with clients and potential clients on various projects (**)*
 10% *Producing/Directing “District Reports” (*)*
 10% *Budget preparation/monitoring/billing*
 10% *Preparation of Monthly Report and other reports*
 5% *Supervision “Senior Staff”*
 5% *Miscellaneous*

Douglas May, Production Supervisor: Schedules, trains, supervises Production staff, both permanent and work-study and hourly employees. Makes final recommendations/ decisions on hiring of work-study and hourly staff. Makes sure all productions are adequately staffed and staffing levels are appropriate. Oversees the purchasing and maintenance of physical plant/infrastructure. Works with Boyce on creating and implementing long- and short-range equipment/systems purchasing plans. Stays current with television/video technology and practices. Administers production department budget. Oversees the creation and implementation of policies and procedures for the production department. As member of Senior Staff, participates in short- and long-range planning for City Channel.

City Channel Production Supervisor: Comp Group 18, Range 7

Time Study: 25% *Supervise production related activities, including scheduling of crews, scheduling of equipment, pre-production activities and monitoring quality control of productions. (**)*
 25% *Exercise full responsibility for personnel matters of all production staff: hire, train, develop, evaluate and discipline production staff. (**)*
 10% *Assign projects to Producers, monitor the project’s progress and maintain consistent work levels for all production staff. (**)*
 10% *Participate in developing and instituting long-range goals, policies and plans for Madison City Channel. Assist in the development and execution of Madison City Channel budget.*
 10% *Meet with clients, such as City officials and members of City agencies, to discuss potential special projects and establish cost estimates and timetables. (**)*
 5% *Create, develop and maintain procedural/instructional manuals and materials relative to production activities and equipment operation. (**)*

- 5% Coordinate the maintenance of adequate inventory levels and maintenance and repair of equipment. Troubleshoot problems, as necessary, and provide training to staff. (**)*
- 5% Stay current on new digital technologies, research and make final decisions on production purchases. (**)*
- 5% Perform related work as required.*

Jennifer Hilgendorf, Programming Coordinator: Creates and disseminates City Channel Program schedule; oversees operation of Master Control, programs Master Control to play programming as scheduled. Updates City Channel website and creates links for streaming programming; captures (digitizes) programming as needed. Oversees promotional efforts for channel/website. Manages City Channel program library. Serves as Office Manager; orders and tracks office supplies as needed. Serves as Payroll Clerk for permanent, hourly, and work-study staff. Handles duplication requests. Oversees efforts of Assistant Programming Coordinator on Community Bulletin Board. Member of Senior Staff.

City Channel Program Coordinator: Comp Group 18, Range 4

- Time Study:*
- 20% Create and disseminate City Channel Program schedule (**)*
 - 20% Program Master Control to play daily programming as scheduled (**)*
 - 20% Update City Channel website and create links for streaming programming (**)*
 - 15% Office management*
 - 10% Payroll Clerk for permanent, hourly, and work-study staff*
 - 5% Oversee promotional efforts for channel*
 - 5% Complete duplication requests for customers*
 - 5% Miscellaneous (including overseeing efforts of Assistant Programming Coordinator on Community Bulletin Board, capture (digitize) programming as needed, manage City Channel program library, etc.)*

Boyce Johnson, City Channel Cablecast Production Technician: Produces and directs “Access: City Hall,” Alcohol License Review Committee, and “Ad-Hoc” productions. Serves as City Channel engineer. Handles minor equipment repair. Plans, researches, assembles and maintains Production and Master Control systems. With Doug, works on long- and short-range equipment/systems purchasing plans. Stays current with television/video technology and practices.

City Channel Cablecast Production Technician: Comp Group 20, Range 13

- Time Study:*
- 30% Production work as above (*)*
 - 50% Engineering as follows:*
 - 10% Routine installation and maintenance – hardware (**)*
 - 10% Routine installation and maintenance – software (**)*
 - 15% Non-routine or emergency repairs (hardware and software) (**)*
 - 15% Research, diagnostics, doing tutorials, reading manuals, etc. (**)*
 - 20% Miscellaneous (Monthly Report preparation, meetings, routine phone and email correspondence, database maintenance, technical support, customer service, etc.).*

Chris Lang, City Channel Producer/Director 2 (100%): Serves as producer/director for City Channel video project work for City and other clients. Produces and directs “Conexion Latina” and “Ad-Hoc” productions as needed. Creates internal video production materials.

City Channel Producer/Director 2 (100%): Comp Group 20, Range 11

- Time Study:*
- 40% Client project work (*)*
 - 20% Internal production (Conexion Latina, promos) (*)*
 - 20% Ad-Hoc production (*)*
 - 20% Miscellaneous (Research, repair, office duties)*

Tanya Anderson, Assistant Programming Coordinator (50%): Finds and manages information, designs and creates Community Bulletin Board. Assists Jennifer Hilgendorf as needed with Master Control programming duties, website maintenance and updating. Updates “A-List” TV Guide listings.

Assistant Programming Coordinator (50%): Comp Group 20, Range 10

Time study: 75% Community Bulletin Board (*)

15% Update “A-List” (**)

5% Assist with Master Control (**)

5% Miscellaneous (answering phones, updating bulletin boards, monthly reporting, graphic standards stuff, other paperwork, PA for public affairs shows and ad hoc productions)

Joe Schraven, City Channel Producer/Director 2 (50%): Serves as director for Madison Common Council, Board of Estimates, Commission on People with Disabilities, and Water Utility Board. Produces “Know Your Candidates” and directs “Ad-Hoc” productions. Performs all set and lighting work for studio shows. Assists Chris Lang as needed with video project work.

City Channel Producer/Director 2 (50%): Comp Group 20, Range 11

Time study: 100% of time in direct work categories 1 – 6 above (*).

Christopher Richter, City Channel Producer/Director 1 (50%): Produces and directs “Mayor’s Report” and “Senior Beat.” Directs “Know Your Candidates.” Serves as director for Plan Commission, Dane County Board, Transit and Parking Commission, and Pedestrian, Bicycle, and Motor Vehicle Commission, and “Ad-Hoc” Productions.

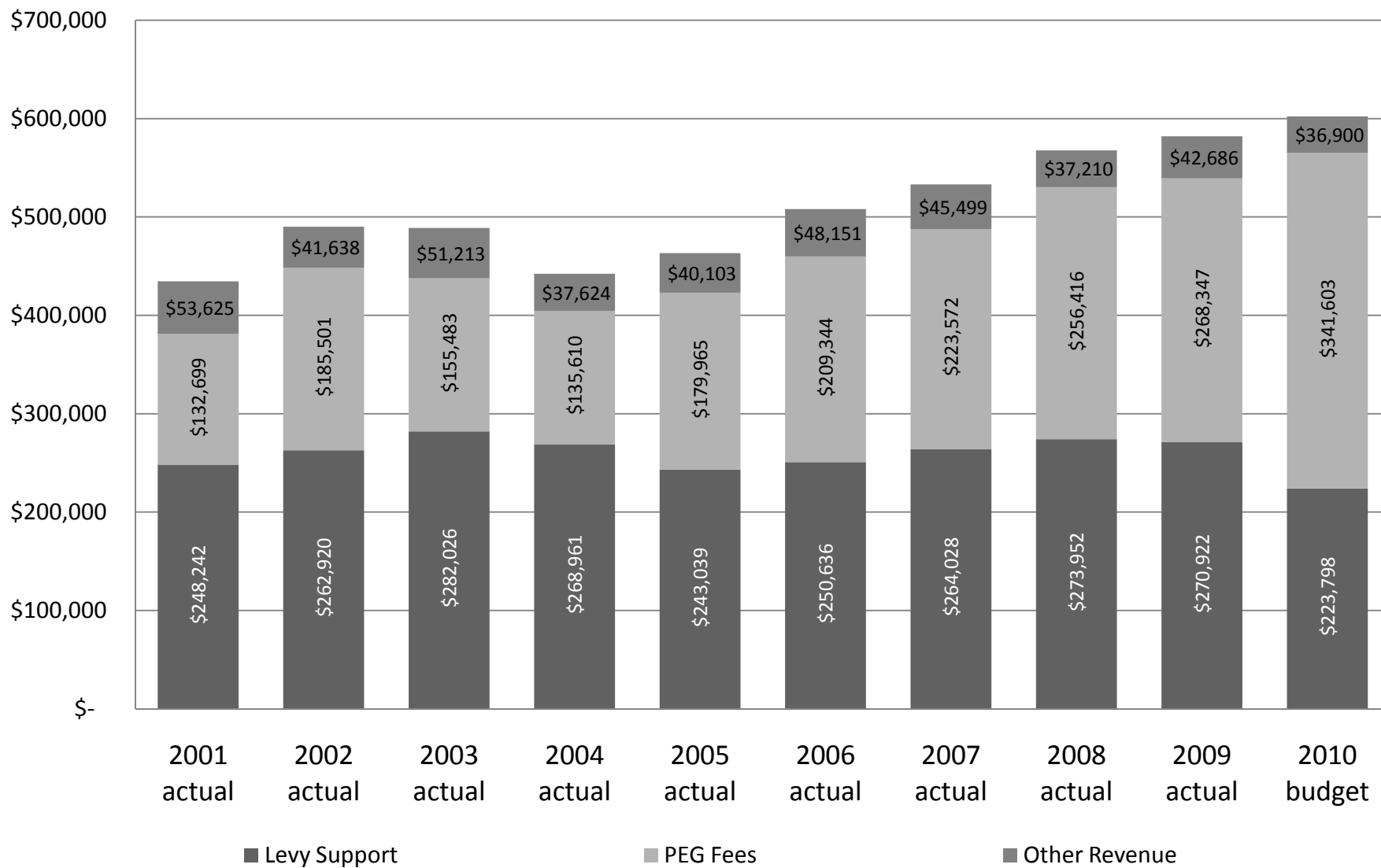
City Channel Producer/Director 1 (50%): Comp Group 20, Range 9

Time study: 100% of time in direct work categories 1 – 6 above (*).

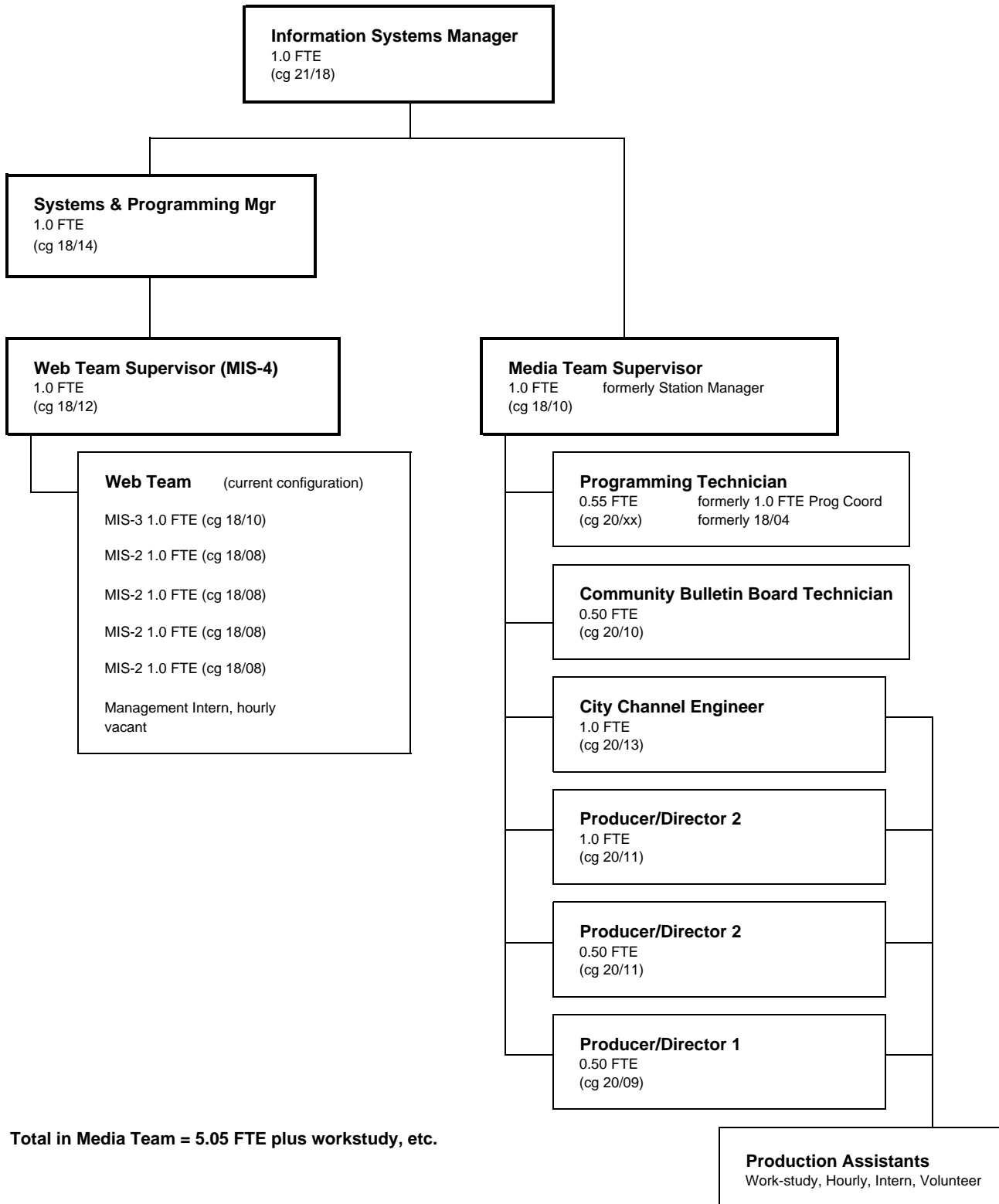
Work-Study, Hourly Production Assistants: Hours vary greatly.

Time study: 100% of time in direct work categories 1 – 6 above (*).

Madison City Channel -- Annual Funding by Fund Source



Madison City Channel Org Chart Recommended Alternative



Total in Media Team = 5.05 FTE plus workstudy, etc.