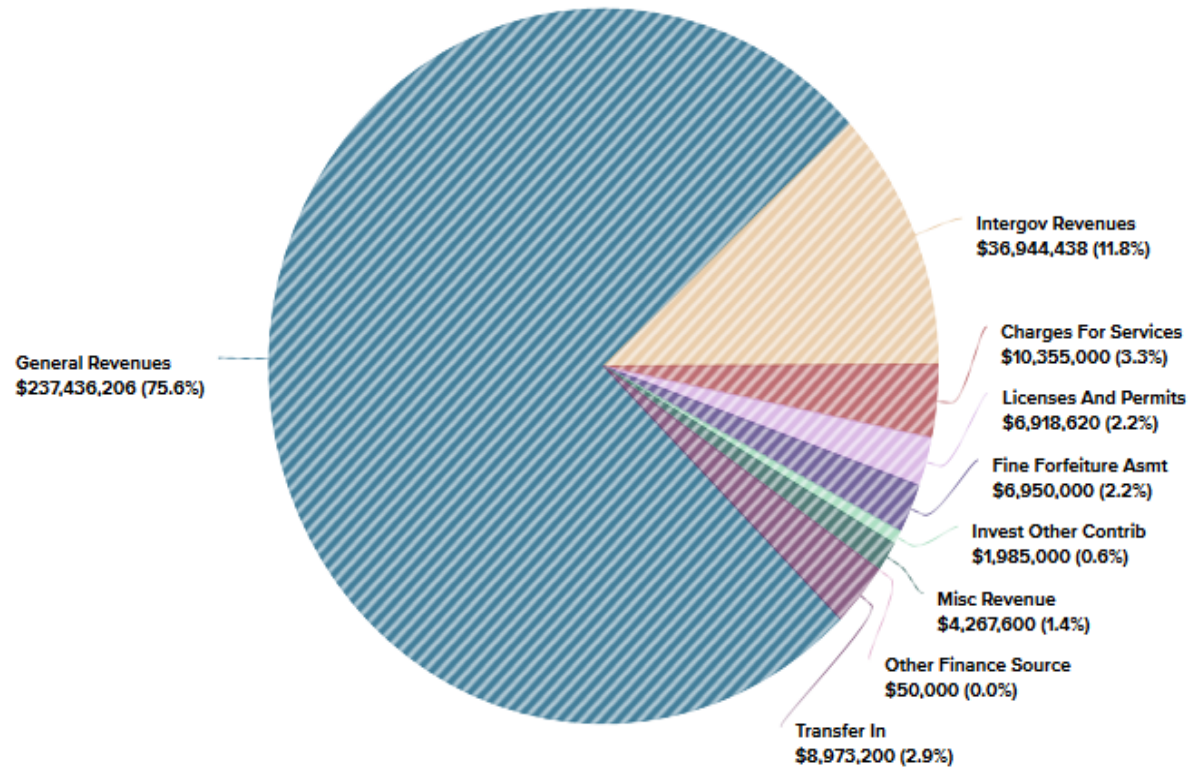

2018 OPERATING BUDGET

FINANCE COMMITTEE

OVERVIEW



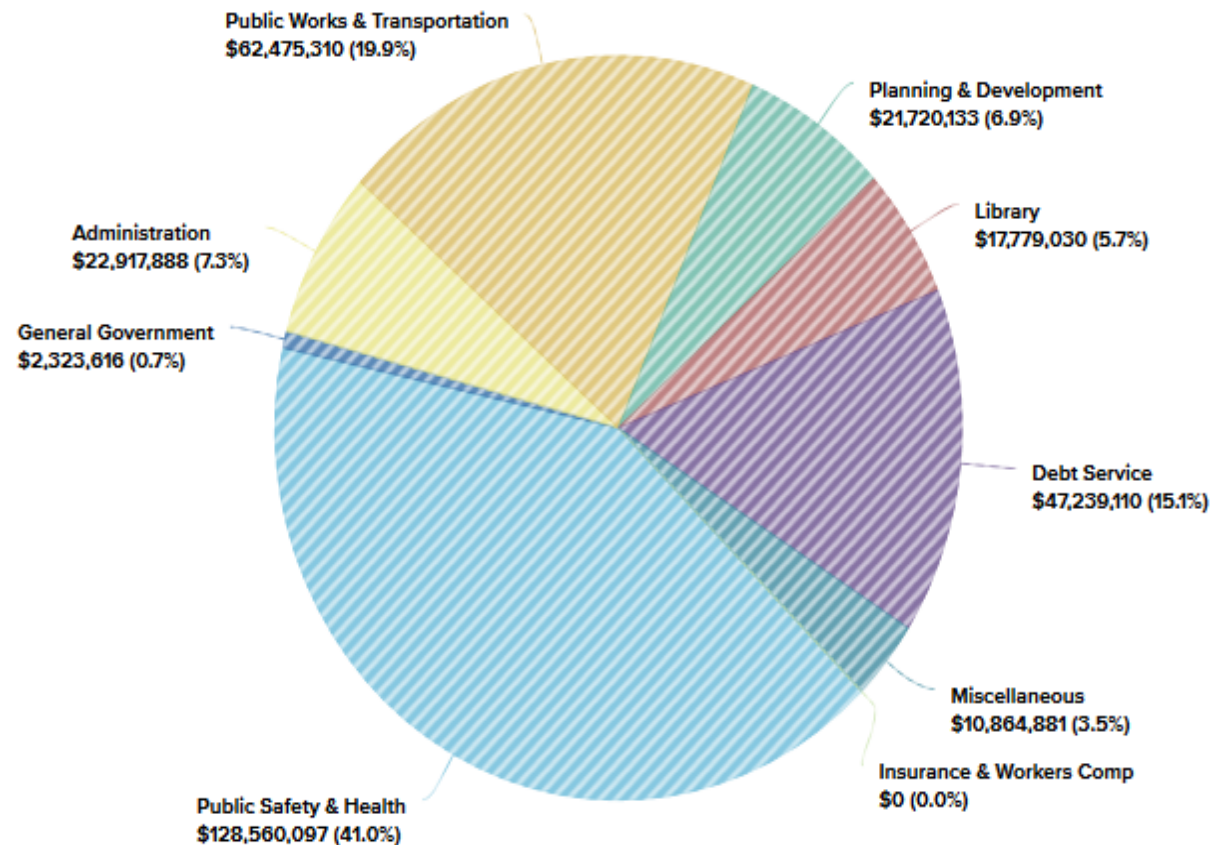
2018-BY THE NUMBERS: WHERE THE MONEY COMES FROM



Revenue Highlights

- State aid (excluding transit aid) up 3%. This increase is due primarily to an increase in general transportation aid included in the 2017-2019 state budget.
- Room taxes to the general fund are up 15% due to a proposed increase in the room tax rate from the current 9% to 10%.
- Building permit revenues up 1% compared to the 2017 adopted budget, due to new construction.
- Moving violations are down 14% from 2017 adopted budget estimates due to fewer citations issued.
- Revenues from fines and forfeitures are down 1.7%, due to continued declines in parking violation revenue due to multi-space meters.
- Interest on investments is projected to increase \$500,000 (42%) as interest rates rise.

2018-BY THE NUMBERS: HOW THE MONEY IS SPENT

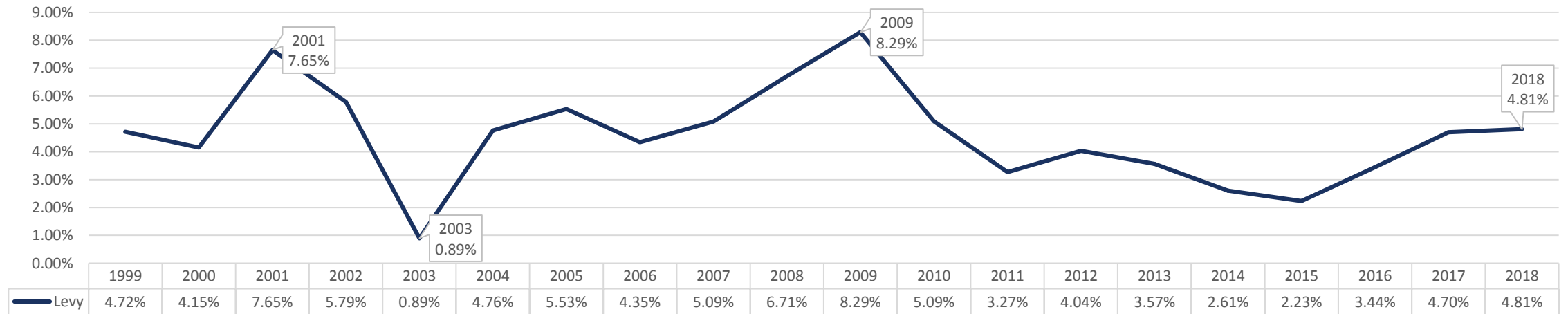


Expenditure Highlights

- General and Library fund expenditures are up \$13.0 million, or 4.49%
- General fund expenditures up 4.3% due primarily to compensation, debt service and operating costs.
- Library fund expenditures up 5.1% due primarily to lower revenues and higher compensation and operating costs.
- Total debt service (general fund and library fund) is up \$2.8 million (6.0%).

MADISON'S PROPERTY TAX

City of Madison Percent Levy Increases
15-Year Average=4.6%



- Property Tax=75% of revenue for General & Library Funds
- 2018 Increase is 4.81%; higher than 15-year average of 4.6%, but consistent with growth from 2016 to 2017
- Proposed levy increase is \$746,200 lower than the allowable levy limit

TAXES ON THE AVERAGE VALUE HOME

- Under the Executive Budget, taxes on the average value home will go up 2.67% (\$67)
- The average value home is up 5.8%
- Higher assessments will drive down the mill rate by 3%
- Every \$10 increase in TOAH adds \$930k in levy authority

Comparative Changes in Levy			
% Change	Levy Increase	\$ Change	TOAH
Max Levy-3.00%	\$11,319,240	\$72.53	\$2,490.02
Exec Bdgt-2.67%	10,573,040	64.50	2,481.99
2.50%	10,197,481	60.44	2,395.99
1.00%	6,756,703	23.36	2,440.85
-1.60%	1,000,000	38.69	2,378.80
-2.12%	-	49.46	2,368.03

Change Overview: 2017 Adopted to 2018 Executive

<i>Revenue Adjustments</i>		
	Payments in Lieu of Taxes	260
	Other Local Taxes	640
	Fines & Forfeitures	100
	Charges for Service	170
	Licenses & Permits	585
	Ungrouped Revenue	1,930
	Intergovernmental Revenue	1,117
	Fund Balance	-1,800
	Property Tax Levy	10,573
	Total Revenue Adjustments	13,575
<i>Expenditure Adjustments</i>		
	Agency Revenue	-515
	Salaries & Benefits	8,338
	Supplies & Purchased Services	130
	Inter-Agency Billings	200
	Transfer Out	5,422
	Total Expenditure Adjustments	13,575

BALANCING 2018

FISCAL RISKS

Short Term

- Fund Balance
- Expenditure Restraint

Mid Term

- Public Safety Facility Staffing Costs
- Urban Forestry Special Charge
- Debt
- Health Insurance & Employee Compensation
- Insurance & Workers Comp

MUNICIPAL COURT

JUDGE DANIEL KOVAL

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(623,283)	(660,849)	(597,751)	(671,195)
Expense	572,280	661,849	669,455	(671,195)
Net Budget	(51,004)	-0-	71,704	-0-

Authorized Positions

- 2017 Authorized= 5
- 2018 Executive= 5
- Changes: 0

2018 BUDGET HIGHLIGHTS

- No significant budget changes for 2018 Budget. The court will continue to:
 - Provide an impartial forum for hearing cases.
 - Use restorative justice practices and programs to address ordinance violations whenever possible.
 - Work to reduce disproportionate minority impacts in the court system.

COURT SERVICES

- **Goal:**

- Continue to provide an impartial forum for hearing cases both in the courtroom and at schools.

- **Goal:**

- Continue to use restorative justice practices and programs.
- 2018 Planned Activities: Work with other agencies that offer counseling, job training, restorative court sessions, and other necessary services, such as Briarpatch, Centro Hispano, the YWCA, Timeback, the University of Wisconsin, and the school district.

- **Goal:**

- Continue to work on the juvenile diversion program, truancy court, and homeless court projects.
- 2018 Planned Activities: Work with the Juvenile Justice Division of Dane County, the City Attorney Office, the YWCA, Timeback, Briarpatch, Centro Hispano, the school district, and nonprofits providing services for the homeless.

PUBLIC HEALTH

JANEL HEINRICH, DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

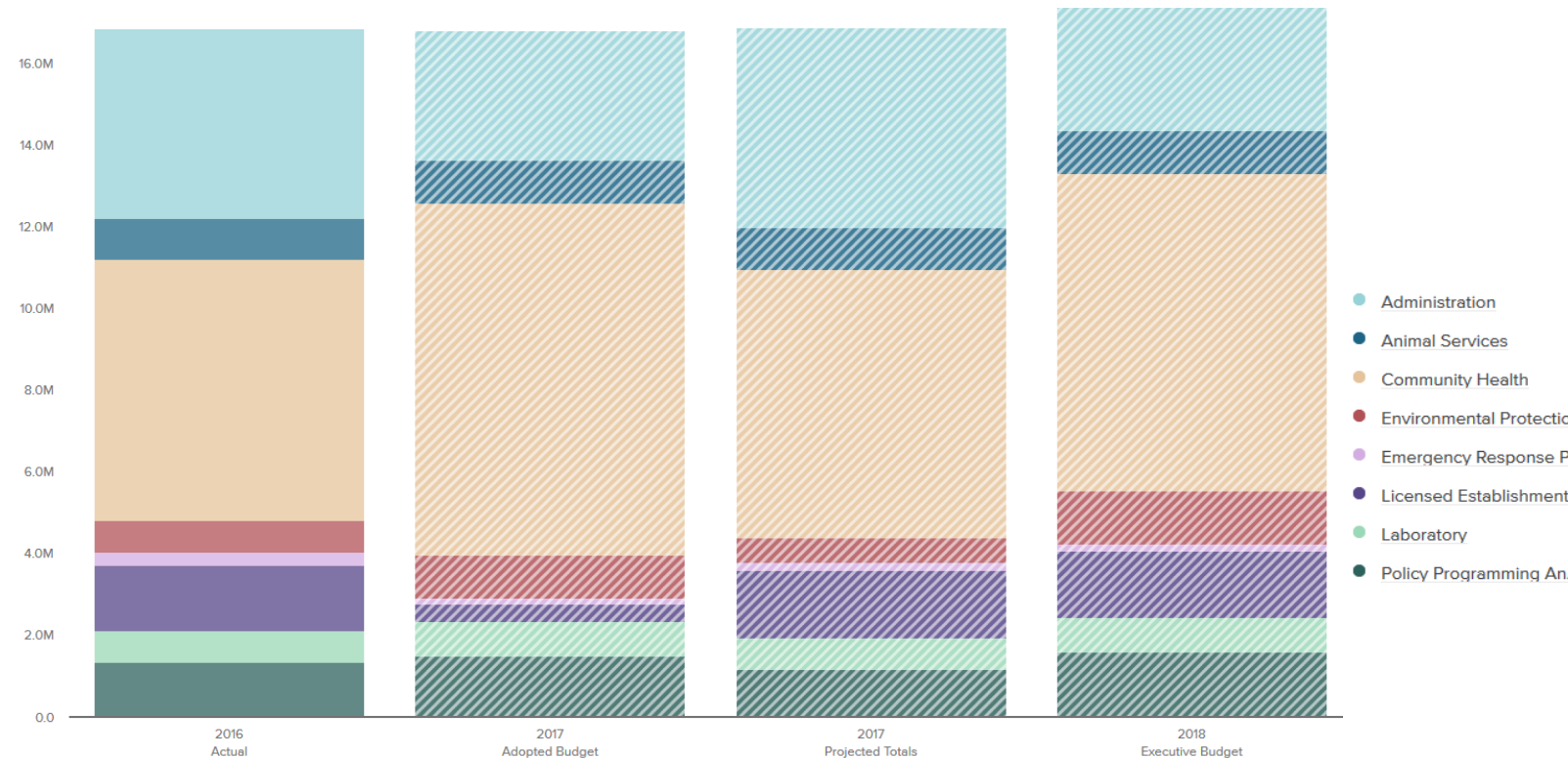
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Public Health				
Revenue	(12,081,206)	(12,303,710)	(12,370,465)	(12,965,723)
Expense	16,874,472	16,811,686	16,878,441	17,443,7874,
Net Budget	4,793,266	4,507,976	4,507,976	4,478,064

Authorized Positions

- 2017 Authorized= 138.55
- 2018 Executive= 140.55
- Changes: 2 FTEs (ORF and MIECHV nurses)

2018 BUDGET HIGHLIGHTS

- Jointly funds \$8.7 million net of revenues received from grants and fees. The City levy support is \$3.85 million (44%); County general purpose revenue is \$4.85 million (56%).
- Assumes utilizing \$2.0 million of unassigned fund balance. The current unassigned fund balance exceeds the goal stated in the Intergovernmental Agreement (5% of the annual operating budget).
- Increases salaries by 1.25% (\$149,200). The City's share of this increase is \$65,976.
- Fully funds City of Madison contracts that include:
 - o Access Community Health Center (\$188,000);
 - o Safe Communities Coalition (\$20,000);
 - o Heroin/Opiates Poisoning Initiative (\$78,276);
 - o Equity tools (\$10,000);
 - o Wellness initiatives (\$10,000);
 - o Aids Resource Center of Wisconsin (\$27,394);
 - o Violence Prevention (\$250,000). Expenditures will not be made until the Council has approved a comprehensive plan for the program. Public Health will reallocate 2.0 FTE positions in support of this effort.



ADMINISTRATION

Service Goal:

- The goal of this service is to create systems and processes for administrative functions.

2018 Planned Activities:

- Create and implement a system to review, update and increase accessibility of PHMDC internal policies and procedures; increasing transparency, understanding and communication of the budget to PHMDC
- Managing public health accreditation
- Create and implement a department communications plan to support a culture of clear and inclusive communications,
- public relations and community engagement
- Implement and evaluate an agency wide health and racial equity plan
- Develop a workplace culture Plan integrating the results of health and racial equity and work plan assessments

ANIMAL SERVICES

Service Goal:

- The goals of this service are to respond to all animal related complaints in a timely fashion with priority given to those with the greatest impact on animal welfare, public health, and safety and to minimize the risk of rabies in the community by facilitating testing, enforcing quarantine orders, and public education.

2018 Planned Activities:

- Continue to build relationships among animal service and law enforcement officers throughout Dane County
- Implement a dog licensing education program to boost licensing of dogs in City of Madison and Dane County communities
- Work with community and state partners to implement a coyote management plan
- Improve the use of data from the new software data system for this service.
- Analyze data in LERMS to provide information on bites, citations and other animal related issues. This data will be used to increase prevention efforts in areas that have bite calls and/or low license numbers.

COMMUNITY HEALTH

Service Goal:

- Minimize the impact and incidence of infectious disease, specific emphasis on sexually transmitted infections
- Support evidence based programs and policies for infants, children and their caregivers
- Ensure everyone has the ability to choose if and when to get pregnant

2018 Planned Activities:

- Increase partner services follow-up and implement upstream strategies to reduce STIs by utilizing a policy, systems and environmental approach.
- Integrate health and racial equity program strategies to better support those affected/most at risk of infectious disease
- Design and initiate implementation of activities focused on reducing the fetal and infant mortality rate
- Increase participant enrollment in home visiting programs to assure healthy outcomes by providing support to families in achieving healthy pregnancies, becoming knowledgeable and responsible first-time parents, and providing their babies with the best possible start to life
- Implement coalition action plans with specific strategies and objectives to improve sexual and reproductive health.

EMERGENCY RESPONSE PLANNING

Service Goal:

- The goals of this service are to engage the three main preparedness capabilities (Community Preparedness, Community Recovery and Information Management) as a framework for strengthening emergency preparedness plans and systems within PHMDC, Madison, and Dane County.

2018 Planned Activities:

- Review the PHMDC capability planning guide to identify three gaps from each of the main capabilities; develop and implement a plan of correction to address the identified gaps
- Conduct inclusive risk planning for the whole Community defined as Individuals and families, including those with access and functional needs, Businesses, Faith based and community organizations, Nonprofit groups, Schools and academia, Media outlets and all levels of government, including state, local, tribal, territorial, and federal partners. Which means that community members will be involved in the development of plans and will also insure that the community is knowledgeable about their roles and responsibilities in these plans
- Develop response plans for chemical, biological, radiological, nuclear, and explosive (CBRNE) threats; and engaging in local and regional emergency preparedness exercises and partner meetings. Also, a new Public Health Preparedness Plan will be developed using a state standardized plan template that will clarify roles and responsibilities for the community and our response partners and improve response coordination.

ENVIRONMENTAL PROTECTION

Service Goal:

- The service goal is to provide protection by conducting septic inspections and environmental epidemiology.

2018 Planned Activities:

- Continue initiatives include West Nile Virus control and radon protection. Two additional initiatives in this service area include working towards the removal of steel septic tanks in Dane County, which historically have high failure rates (that leads to groundwater contamination) and are no longer permitted to be installed and identifying strategies that will assist in gaining compliance with wells that violate the Transient Non Community standards.

LABORATORY

Service Goal:

- To assure of adequate water quality and regulatory testing compliance for municipal water customers and private well testing and consultation for home owners in solving water quality problems; to provide reporting of lakes and shoreline waters for chemical and microbiological indicators; monitor discharges of chemicals from local industries and maintain permits for their facilities; monitor lakes and rivers to evaluate trends and changes in water quality and address special issues, such as road salt; assure compliance with WI Admin Code Chapter NR 507 mandate of environmental monitoring for five closed landfills to prevent contaminant migration out of the landfills to drinking water and surface water resources; and to assure compliance with the State storm water regulation mandates.

2018 Planned Activities:

- Continue to monitor activities and surveillance and work with City, County, academic and community partners to evaluate strategies to improve water quality programs
- increase environmental awareness and educate citizens/violators to reduce contaminant release; and to work with City Engineering on any program changes for the landfill program. PHMDC is a partner agency in the Salt wise organization.

LICENSED ESTABLISHMENTS

Service Goal:

- The goals of this service are to participate in the Voluntary National Retail Food Regulatory Program Standards (Retail Program Standards) to provide a highly effective and responsive program for the regulation of food establishments .

2018 Planned Activities:

- Continue to refine the timeline and action plan for meeting the criteria listed in the nine Retail Program Standards for the next four years; applying for FDA grant funding in the fall 2017 that will be available in 2018 to complete a baseline risk factor survey with food establishments; and to meet the criteria in at least one additional Standard and have it audited within six months of completion. One of nine of the standards is completed. Host Compliance is software that the City of Madison purchased to help PHMDC with the identification and licensing of short term rentals hosts. The City of Madison has approximately 400 – 500 unlicensed short term rental listings that will need to be addressed once identified by Host Compliance; the licensed establishment program will be the lead agency on this initiative that is expected to generate up to 200 new licenses.

POLICY, PLANNING, & EVALUATION

Service Goal:

- Reduce impact of mental health issues and prevent substance abuse
- Improve equitable access to responder systems and preventative health services for economically disadvantaged and historically disenfranchised populations
- Improve coordinated prevention efforts to reduce the misuse and associated harms of Opioids
- Improve community design that supports physical activity in youth and adults

2018 Planned Activities:

- Work with Madison Fire Department and Dane County Emergency Management Services to review high use EMS cases
- Identifying pathways to prevent reliance on MFD and EMS for nonemergency situations. This strategy will connect individuals with appropriate care and inform community prevention services
- Partner with the Rebalanced Life Wellness Association to offer preventative oral health screenings; additionally referral protocols will be built into EPIC workflow to consistently refer individuals presenting to the Emergency Room for non-traumatic dental needs to be connected with a dental home
- Provide technical assistance to Safe Communities Madison Dane County to implement community-wide evidence based substance abuse prevention strategies to reduce the harm caused by prescription drug abuse and misuse
- Assist the Madison Police Department and Dane County Human Services to pilot a diversion program to direct individuals with low level criminal offenses to treatment versus the criminal justice system. The program will reduce property crime, theft, and recidivism while improving efforts to recover from substance use disorder. PHMDC will continue a partnership with the City of Madison Parks to incorporate health into Parks and Open Space Planning

LIBRARY

GREG MICKELLS, LIBRARY DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

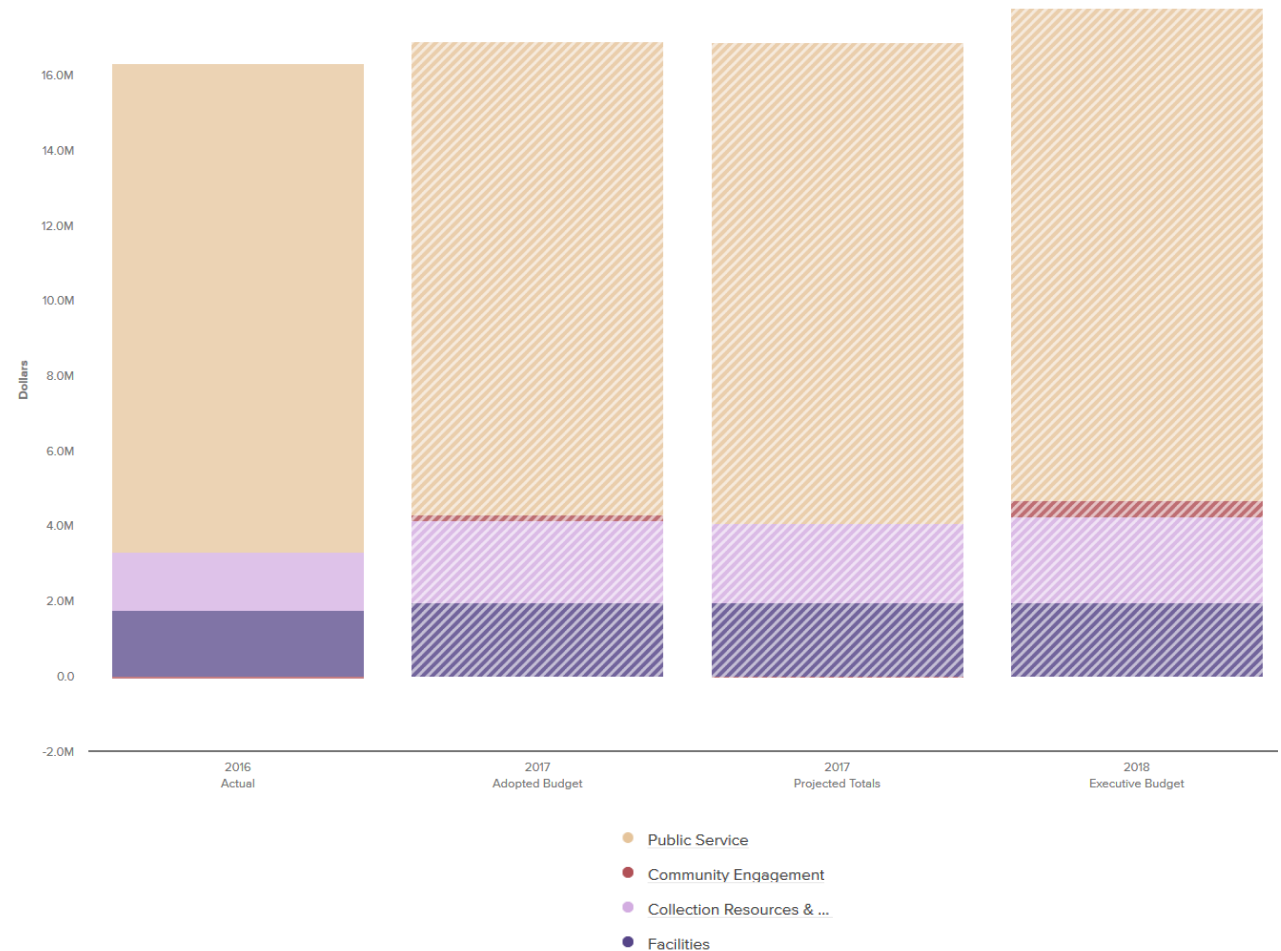
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Library				
Revenue	(\$1,836,686)	(\$1,685,899)	(\$1,898,178)	(\$1,643,114)
Expense	\$18,125,521	\$18,601,463	\$18,781,818	\$19,422,144
Net Budget	\$16,288,835	\$16,915,564	\$16,883,640	\$17,779,030

Authorized Positions

- 2017 Authorized= 134.85 FTEs \$8,038,898
- 2018 Executive= 134.85 FTEs \$8,217,231
- Changes: Nil \$178,333

2018 BUDGET HIGHLIGHTS

- Decreases in projected revenue from Library fines and collection fees based on prior year trends (\$42,000).
- Increases funding for hourly staffing, premium pay, and overtime based on prior year trends (\$225,000).
- Increases funding to replace private revenue that funded the first four years of Bubbler programming (\$125,000).



COLLECTION RESOURCES & ACCESS

- Service Goal: To offer customers the opportunity to explore a wide variety of topics and find informational and entertaining materials by maintaining a current, well curated collection. The service also seeks to provide a diverse collection of resources with a specific focus on non-English language materials.
- 2018 Planned Activities:
 - Study neighborhood demographics and library proximity to Dual Language Immersion (DLI) schools to better focus and grow collections of non-English language materials.
 - Market the collection to non-traditional library users.
 - Provide collection support to community engagement programs such as early literacy and RESJI initiatives, book discussion groups, and the Wisconsin Book Festival.
 - Continue using collection reports to ensure that an equitable delivery of resources is provided to the community.

COMMUNITY ENGAGEMENT

- Service Goal: To address community needs by offering educational and creative opportunities using an equity lens.
- 2018 Planned Activities:
 - Work with the Northside Early Childhood Zone to provide early literacy consultation services and supports.
 - Expand the "Read Up" summer reading program from 6 to 8 schools.
 - Use the Library Takeover community engagement model to determine library programs and apply it to Media Lab programming.
 - Work with the new Community Engagement Coordinator to identify populations not being well served by the library and develop new programs, services, and methods of service delivery to address the needs of those communities.
 - Expand teen programs including Making Justice, Hip Hop Architecture and other Bubbler initiatives.

FACILITIES

- Service Goal: To support the delivery of all operational and programming library services to the community through well maintained, safe, clean, and welcoming physical building infrastructure and facilities.
- 2018 Planned Activities:
 - Seek opportunities to increase space for technology literacy and access, accommodate a larger and more comprehensive materials collection, and maximize community space through existing library major capital improvements or new capital projects to support the expansion of the Madison Public Library's outreach and program service delivery.
 - Investigate evolving green initiatives and new technology to improve facility operational efficiencies and reduce costs.
 - Expand custodial services to include weekend cleaning.

PUBLIC SERVICES

- Service Goal: To provide reference and research assistance, reader's advisory, literacy support, technology training, and participatory learning and to improve community engagement by increasing residents' exposure to literacy programs.
- 2018 Planned Activities:
 - Use the Results Madison framework to better utilize staff time and allocate library resources.
 - Work with local experts to develop evaluation tools for library programs.
 - Using a strategic lens, develop partnership guidelines to determine which partnership programs have the potential for the most impact.

FIRE DEPARTMENT

STEVE DAVIS, FIRE CHIEF

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

		2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General					
	Revenue	(1,627,773)	(1,420,925)	(1,676,546)	(1,800,159)
	Expense	51,968,340	51,478,227	53,533,912	52,846,913
Net Budget		\$ 50,340,567	\$ 50,057,302	\$ 51,857,366	\$ 51,046,754
Fund: Grants					
	Revenue	(83,051)	(139,788)	(407,179)	(1,575,695)
	Expense	83,501	139,788	407,179	1,575,695
Net Budget		\$ 0	\$ 0	\$ 0	\$ 0
Fund: Other Restricted					
	Revenue	(162,266)	(160,086)	0	0
	Expense	162,266	160,086	0	0
Net Budget		\$ 0	\$ 0	\$ 0	\$ 0

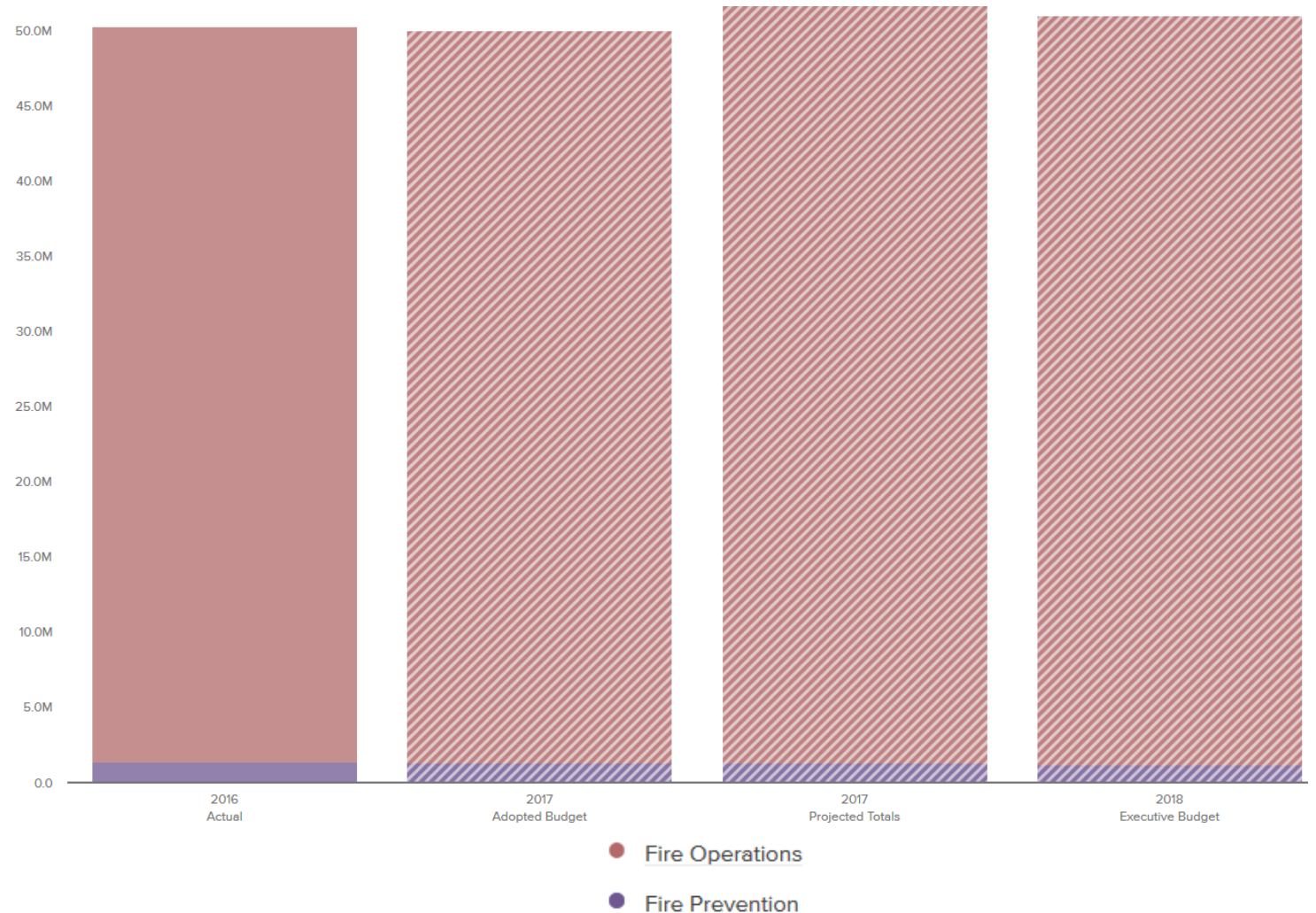
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 393
- 2018 Executive= 411
- Changes: 18 positions added for SAFER grant in support of Station 14 (9 Firefighters, 4 Apparatus Engineers, 5 Lieutenants)

2018 BUDGET HIGHLIGHTS

- Maintaining daily minimum staffing level at 82, increase to 86 upon opening of Station 14
- Receipt of SAFER grant and special training academy for addition of 18 recruit firefighters
- Continuation of third year of the Community Paramedicine program to reduce frequent emergency room visits through proactive care



FIRE OPERATIONS

- Service Goal: Fire Operations provides emergency medical response and fire suppression services to the community, with a goal of continuing to work to meet the NFPA 1710 standard of a 5 min response time.
- 2018 Planned Activities
 1. Open Station 14 in December 2018. Replace staff reassigned to Station 14 with personnel hired under SAFER grant. Furnish and supply Station 14.
 2. Continue to Train Special Teams and maintain adequate amount of responders for Hazardous Materials, Heavy Urban Rescue and Lake Rescue incidents.
 3. Train an additional group of Firefighters to the Paramedic Level to have adequate staffing numbers in light of retirements and long-term absences.
 4. Develop small equipment replacement schedules and inventory control measures to maximize supply expenditures, including advance software to monitor medical supply usage.

FIRE PREVENTION

- Service Goal: Fire Prevention services work to create a sense of Safety in the Community. To thrive as a community, we need services that set and maintain a minimum standard for safety. Our goal is to continue to keep fire deaths and injuries lower than the national average.
- 2018 Planned Activities
 1. Provide education and Community awareness on smoke detector replacements. It has been 10 years since the department acquired several grants to install smoke alarms for community members, it is now time to replace these devices as they are at the end of their service life.
 2. Provide all student in grades K-3 with fire safety education through hands-on and interactive programs.
 3. Review the fee structure for fire permits and inspections to ensure fees collected are appropriate for the level of work each garners. The fee schedule has not been modified since the State set forth the allowed amounts in 1998.

FLEET SERVICES

MAHANTH JOISHY, SUPERINTENDENT

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Fleet				
Revenue	\$1,073,973	\$8,443,185	\$8,409,321	\$8,279,614
Expense	\$1,073,973	\$8,443,185	\$8,409,321	\$8,279,614
Net Budget	-	-	-	-

Authorized Positions

- 2017 Authorized= 43.00
- 2018 Executive= 43.00
- Changes: -

2018 BUDGET HIGHLIGHTS

- Reflects a decreased fleet rate for City agencies based on projected depreciation costs in 2018 (\$1.5m)
- Reflects decreased salary savings based on anticipated staffing levels in 2018 (\$200,000)

FLEET MAINTENANCE & PROCUREMENT

- Service Goal: Provide a safe and reliable fleet for city agencies through repair and replacement.
- 2018 Planned Activities:
 - Procure an estimated 70 new assets for fleet using agencies
 - Thorough analysis of maintenance data for potential cost savings and service improvement
 - Review of safety training and technology to prevent collisions, injuries, and claims
 - Procurement of sustainable equipment including electric, hybrids, biodiesel, and fuel saving measures
 - Continuing training for fleet technicians and administrative staff

STREETS DIVISION

CHRIS KELLEY, SUPERINTENDENT

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

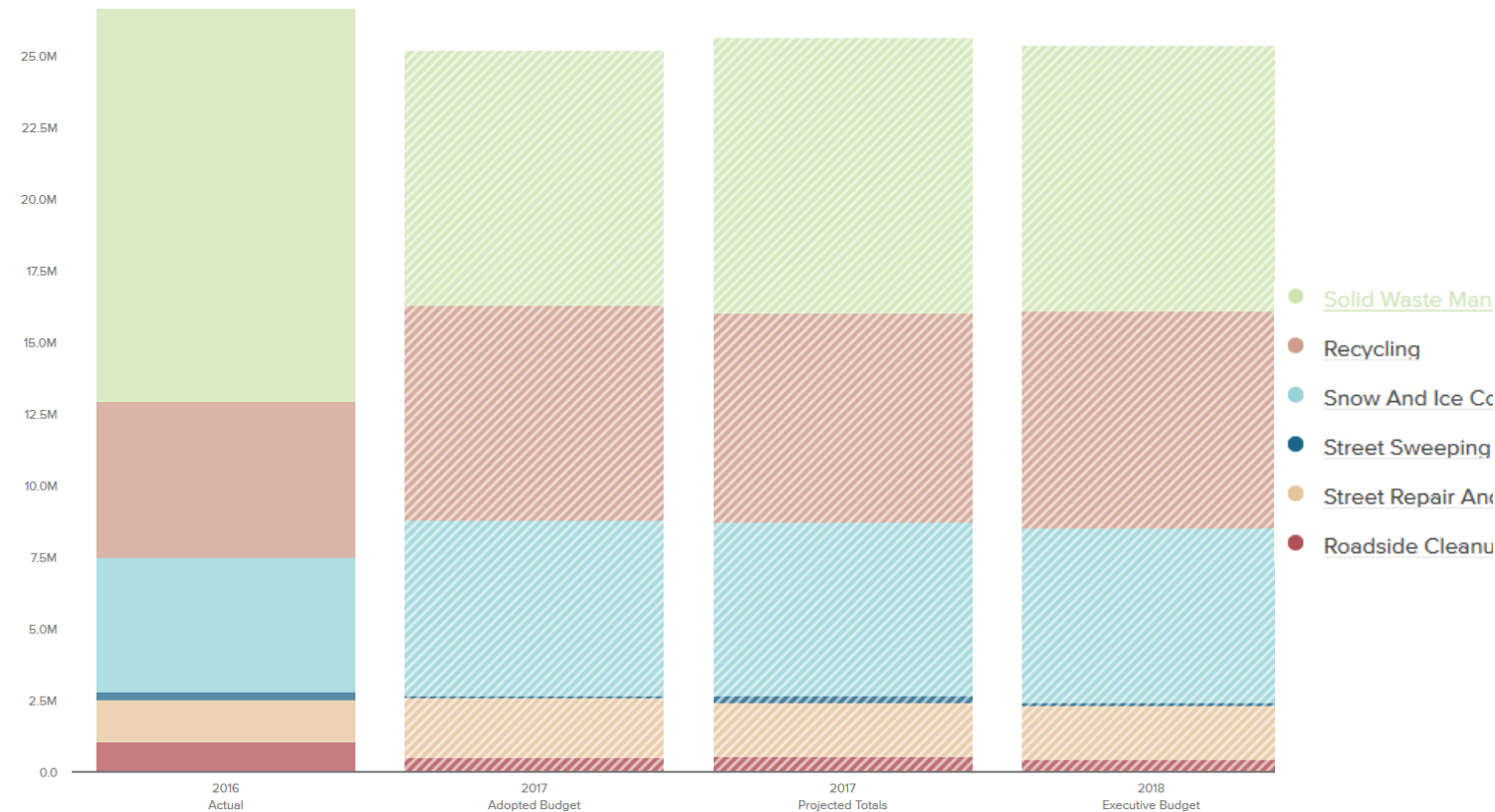
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(\$1,558,582)	(\$2,315,757)	(\$2,029,229)	(\$2,197,362)
Expense	\$28,226,971	\$27,553,411	\$27,687,823	\$27,583,057
Net Budget	\$26,668,389	\$25,237,654	\$25,658,593	\$25,385,695

Authorized Positions

- 2017 Authorized= 190
- 2018 Executive= 193
- Changes: 3

2018 BUDGET HIGHLIGHTS

- 3 Additional SMO's for EAB \$157,000
- Decreased Fleet Charges \$635,000
- Decreased Urban Forestry Special Charge \$118,000
- Increased Salary Savings \$200,000



RECYCLING

- Service Goal: Collect recyclables and yard waste on a timely basis for City residents and promote processes that work towards achieving zero waste.
- 2018 Planned Activities
 - Maintain the existing level of service and investigate strategies to expand outreach for the recycling program.
 - Continuation of scheduled leaf collection, brush collection, and drop-off site availability.

ROADSIDE CLEANUP

- Service Goal: Improve the aesthetics and community safety in the City
- 2018 Planned Activities
 - Three additional SMO's for EAB response will provide an additional stump removal crew to be deployed to assist with the anticipated increase in tree removal.

SNOW & ICE CONTROL

- Service Goal: Provide community safety on the City's roadways and paths.
- 2018 Planned Activities
 - Maintain the existing level of service and emphasize sensible salting practices.
 - 5.5 general plow snow events.

SOLID WASTE MANAGEMENT

- Service Goal: Collect all City refuse in accordance with the scheduled pick-up days throughout the City.
- 2018 Planned Activities
 - Maintain the existing level of service.
 - Continue large item collection for the mattress and electronic recycling program.

STREET REPAIR & MAINTENANCE

- Service Goal: Provide safe roadways for commuters in the City and to extend the useful lives of the roadways.
- 2018 Planned Activities
 - Maintain the existing level of service.

STREET SWEEPING

- Service Goal: Maintain a healthy environment for the City stakeholders by minimizing the amount of pollutants entering the lakes and waterways. Stormwater Utility funds the majority of the costs for this service.
- 2018 Planned Activities
 - Maintain the existing level of service to provide street sweeping service from March to mid-November.

WATER UTILITY

TOM HEIKKINEN, GENERAL MANAGER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

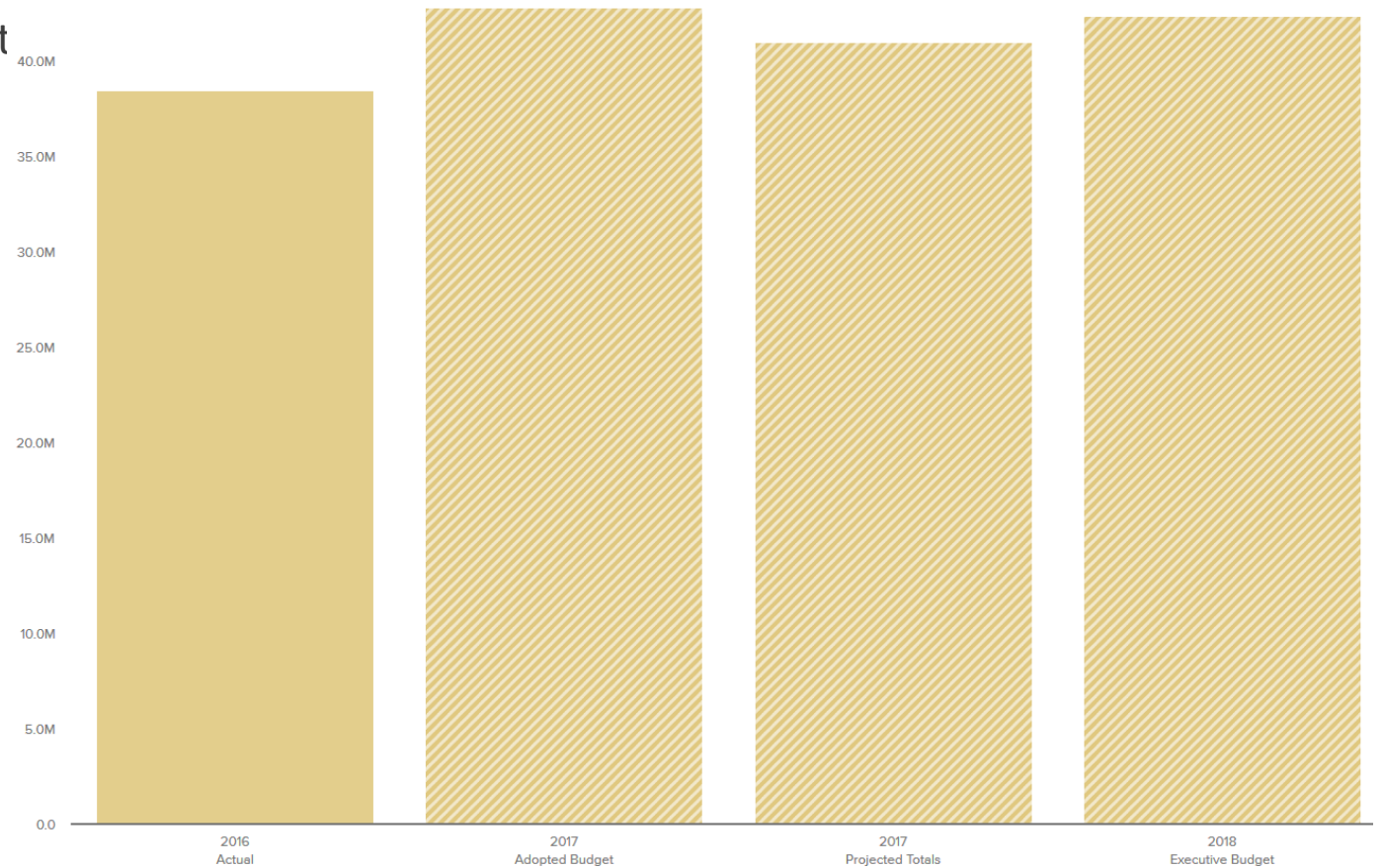
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Water Utility				
Revenue	(38,506,525)	(42,775,305)	(41,033,200)	(42,375,000)
Expense	38,506,525	42,775,305	41,033,200	42,375,000
Net Budget	-0-	-0-	-0-	-0-

Authorized Positions

- 2017 Authorized= 130
- 2018 Executive= 130
- Changes: 0

2018 BUDGET HIGHLIGHTS

- 2018 Operating Budget maintains the current level of service with no increase from 2017.
- The Utility filed for a rate increase in September 2017. We anticipate a 26% increase in Water revenue starting in May 2018.



WATER UTILITY

- The goal of the Madison Water Utility is to provide the essential supply of water for consumption and fire protection via quality service and price, for present and future generations.
- 2018 Planned Activities:
 - Reduce average water consumption system wide by a collaboration with the Madison Metro Sewerage District to update the Utility Sustainability Plan. Develop energy conservation projects to reduce overall power consumption.
 - Continue to enhance the Utility's infrastructure renewal program by the Development of a Strategic Asset Management Plan and update of the Water Utility Master Plan.
 - Continue the unidirectional flushing program for water quality improvement.

ENGINEERING

ROBERT F. PHILLIPS, CITY ENGINEER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

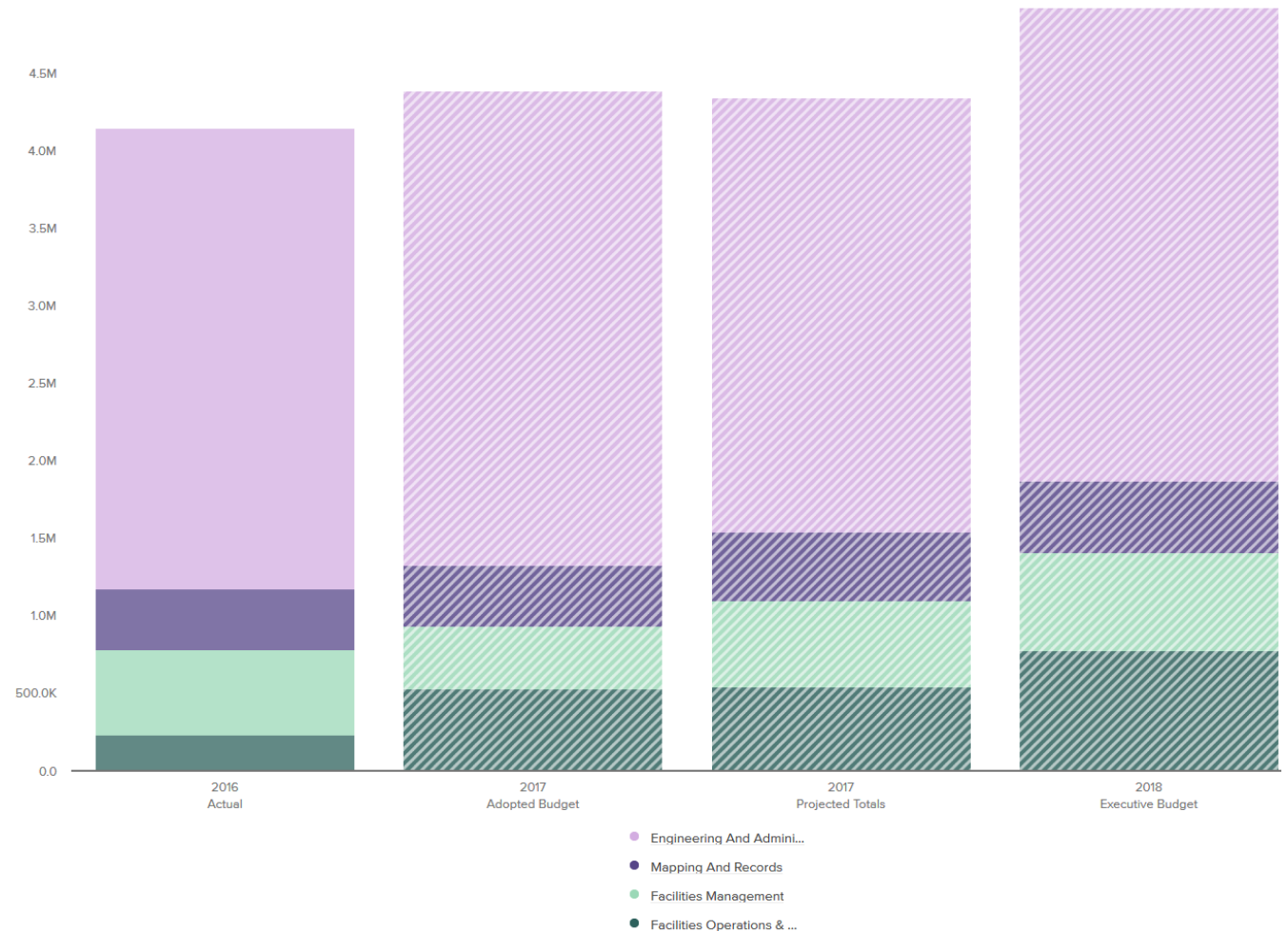
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(\$407,523)	(\$441,460)	(\$446,746)	(\$382,530)
Expense	\$4,556,234	\$4,831,869	\$4,790,497	\$5,302,521
Net Budget	\$4,148,712	\$4,390,409	\$4,343,751	\$4,919,991

Authorized Positions (Per Budget)

- 2017 Authorized= 112.10
- 2018 Executive= 112.10
- Changes: None

2018 BUDGET HIGHLIGHTS

- Continued facility lease costs for staff offices during the Madison Municipal Building (MMB) renovation (\$240,000).
- Increased City County Building (CCB) facility maintenance and custodial charges (\$60,000).
- Decreased budgeted revenue from private contract based on anticipated trends (\$50,000).
- Continue the Green Power Program. Continue efforts to reach 1 Megawatt of City generated renewable energy by 2020.



ENGINEERING & ADMINISTRATION

- Service Goal: Provide a safe and efficient transportation network for motorists, bicyclists and pedestrians.
- 2018 Planned Activities
 - Perform scheduled preventive maintenance activities (crack sealing and chip sealing) to extend the useful life of pavement.
 - Assess and rate pavement conditions every two years; reconstruct and resurface based on condition ratings.
 - Upgrade facilities as needed to meet capacity demands and support economic development.
 - Incorporate bicycle facilities into new and reconstruction projects.
 - Inspect, assess condition and replace sidewalks on a district basis on a 10-year cycle.
 - Inspect bridges every 2 years; perform maintenance and repairs to extend the useful life of these assets.

FACILITIES MANAGEMENT

- Service Goals: Provide high quality project management for the planning, design and construction of City buildings; work with all City agencies on energy management, sustainability and renewable energy strategies; engage the community on topics of sustainability, including 100% renewable energy/zero net carbon goal.
- 2018 Planned Activities
 - Complete renovation of the Madison Municipal Building.
 - Complete construction of the JDS and Capitol East Parking Structures, Midtown Police Station, Fire Station 14, Olbrich Botanical Complex Expansion, Pinney Branch Library and Public Market projects.
 - Design and construct a variety of smaller scale projects for Fire, Library, Metro Transit, Parks, Police and Streets.
 - Planning and design of future projects Metro Satellite Bus Facility, Reindahl Library, Fleet Service Relocation, Bridge Lake Point Neighborhood Center, Streets Far West Facility, Warner Park Community Center Expansion.
 - Note: Staff Coverage is a concern given the number of projects in the proposed capital budget. We are discussing possible options with the Mayor and Finance Department.

FACILITIES OPERATIONS & MAINTENANCE

- Service Goal: Provide safe and healthy work environments to facilitate the efficient and cost-effective provision of City services.
- 2018 Planned Activities
 - Continue preventive maintenance program for existing equipment and systems; expand to incorporate new facilities.
 - Continue in-house design and installation of mechanical, electrical and plumbing systems replacements and upgrades.
 - Enhance functionality and reporting capability of Computerized Maintenance and Management System (CMMS).

MAPPING & RECORDS

- Service Goal:
- 2018 Planned Activities
 - Complete bi-annual aerial imagery.
 - Migrate to AutoCAD 3D and ESRI ArcGIS.
 - Provide a comprehensive and reliable review and coordination of land records.
 - Review and/or prepare legal descriptions, provides mapping and surveying services necessary for land acquisitions, land disposals, street rights-of-way issues, street vacations and other requested land record services.
 - Continue efforts to make spatial accuracy adjustments to official City map.

LANDFILL

ROBERT F. PHILLIPS, CITY ENGINEER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Other Restricted				
Revenue	(\$1,130,831)	(\$526,110)	(\$856,804)	(\$911,327)
Expense	\$1,130,831	\$526,110	\$856,803	\$911,327
Net Budget	\$0	\$0	\$0	\$0

Authorized Positions

- 2017 Authorized= 3
- 2018 Executive= 3
- Changes: None

2018 BUDGET HIGHLIGHTS

- Maintains the current level of service with no projected fee increase anticipated in 2018.

LANDFILL MANAGEMENT MAINTENANCE

- Service Goal: Control landfill gas and contaminated water migration to protect public safety and the environment.
- 2018 Planned Activities
 - Continue monitoring of landfill gas, leachate and groundwater per DNR approved plan.
 - Operate and maintain landfill gas extraction systems to control methane migration.
 - Operate and maintain leachate collection system to safely collect and convey leachate to wastewater treatment plant.
 - Perform repairs as needed to maintain system functionality.
 - Maintain landfill cover to eliminate woody growth and control noxious weeds and invasive species.

SEWER UTILITY

ROBERT F. PHILLIPS, CITY ENGINEER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

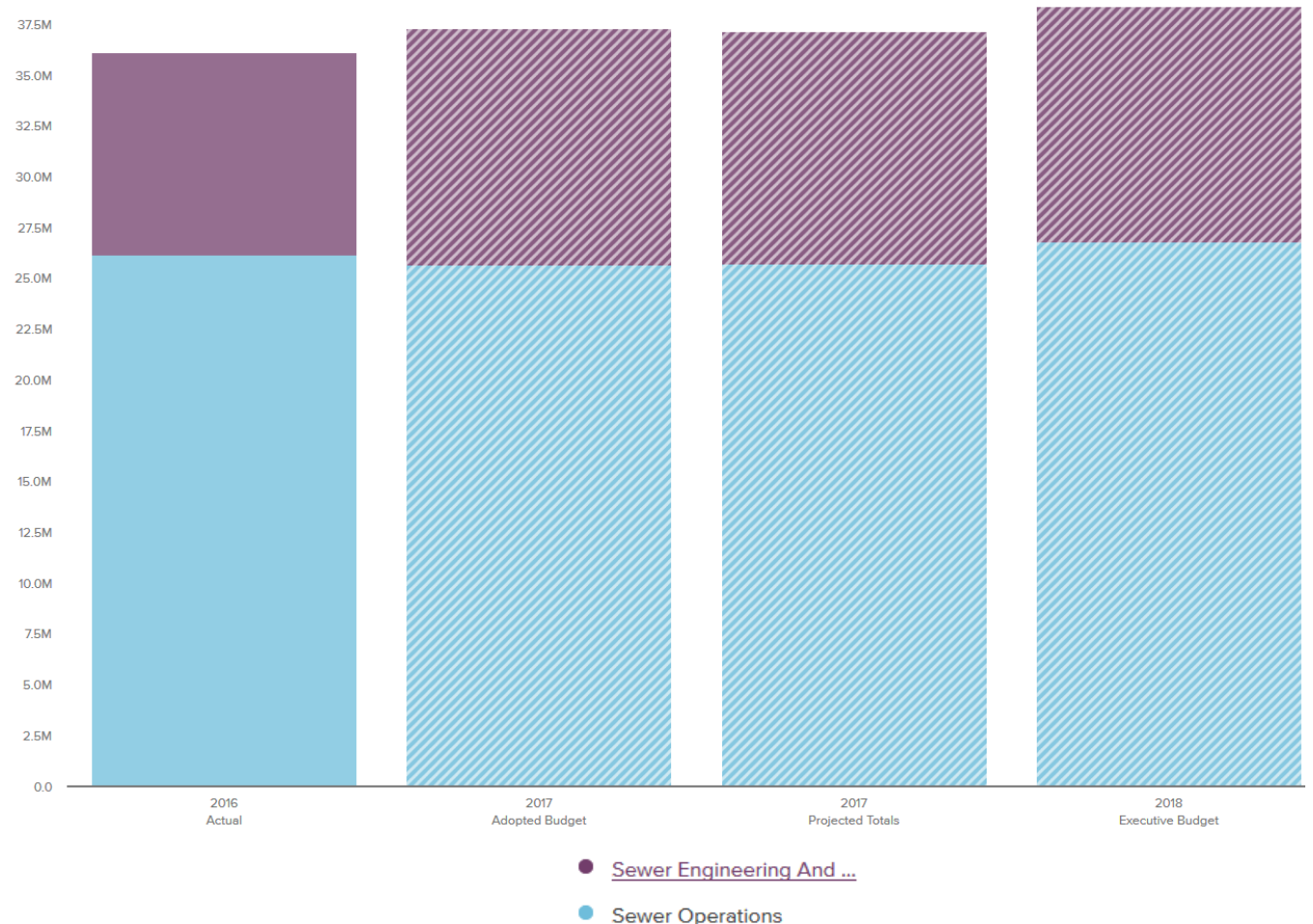
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Sewer Utility				
Revenue	(\$36,144,314)	(\$37,306,866)	(\$37,181,815)	(\$38,353,097)
Expense	\$36,144,314	\$37,306,866	\$37,181,815	\$38,353,097
Net Budget	\$0	\$0	\$0	\$0

Authorized Positions

- 2017 Authorized= 36
- 2018 Executive= 36
- Changes: None

2018 BUDGET HIGHLIGHTS

- Anticipates a 3% rate increase attributed to projected debt service costs and increased sewage treatment charges.
- Reflects increased Madison Metropolitan Sewerage District (MMSD) charges based on anticipated trends (\$934,500).
- New programs for 2018 include implementation of the new restaurant class sewer based charge. This program will more equitably distribute system costs across customers.



SEWER ENGINEERING & ADMINISTRATION

- Service Goal: Convey wastewater to the Nine Springs Wastewater Treatment Plant with minimum inflow, infiltration and exfiltration to prevent public health hazards and protect the environment.
- 2018 Planned Activities
 - Rehabilitate and replace system assets in a planned manner based on condition to assure assets function as designed.
 - Coordinate sewer replacements with street reconstruction and resurfacing projects to maximum extent feasible.
 - Use trenchless CIPP technology to rehabilitate existing sewers where feasible to reduce cost and minimize disruption to residents, businesses and visitors.
 - Expansion of services funded by developers, assessable projects and sewer impact fee districts.
 - Perform cost/benefit analysis for development and implementation of a flow model.
 - Review and enhance written construction inspection standards for sanitary sewer installation and develop checklists for same.
 - Refine and adopt a written asset management plan.
 - Work towards eliminating existing infrastructure deficit and develop plan for funding future replacement and rehabilitation of assets with particular attention to projected peaks.
 - Develop and implement force main replacement program.

SEWER OPERATIONS

- Service Goal: Convey wastewater to the Nine Springs Wastewater Treatment Plant with minimum inflow, infiltration and exfiltration to prevent public health hazards and protect the environment.
- 2018 Planned Activities
 - Continue scheduled preventive maintenance cleaning of existing sewer lines. Add newly constructed sewer mains to this program.
 - Continue replacement of pin-type lids to reduce I&I.
 - Perform open-cut and trenchless repairs as needed to maintain system functionality.
 - Implement a GIS-centric Computerized Maintenance Management System (CMMS) with paperless work orders for field crews;
 - Develop a plan for scheduled CCTV inspection and condition assessment of entire system on a 10-year cycle.
 - Assign a criticality rating to each asset; conduct a formal business risk assessment.
 - Install dedicated emergency generators at prioritized lift stations.

STORMWATER UTILITY

ROBERT F PHILLIPS, CITY ENGINEER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

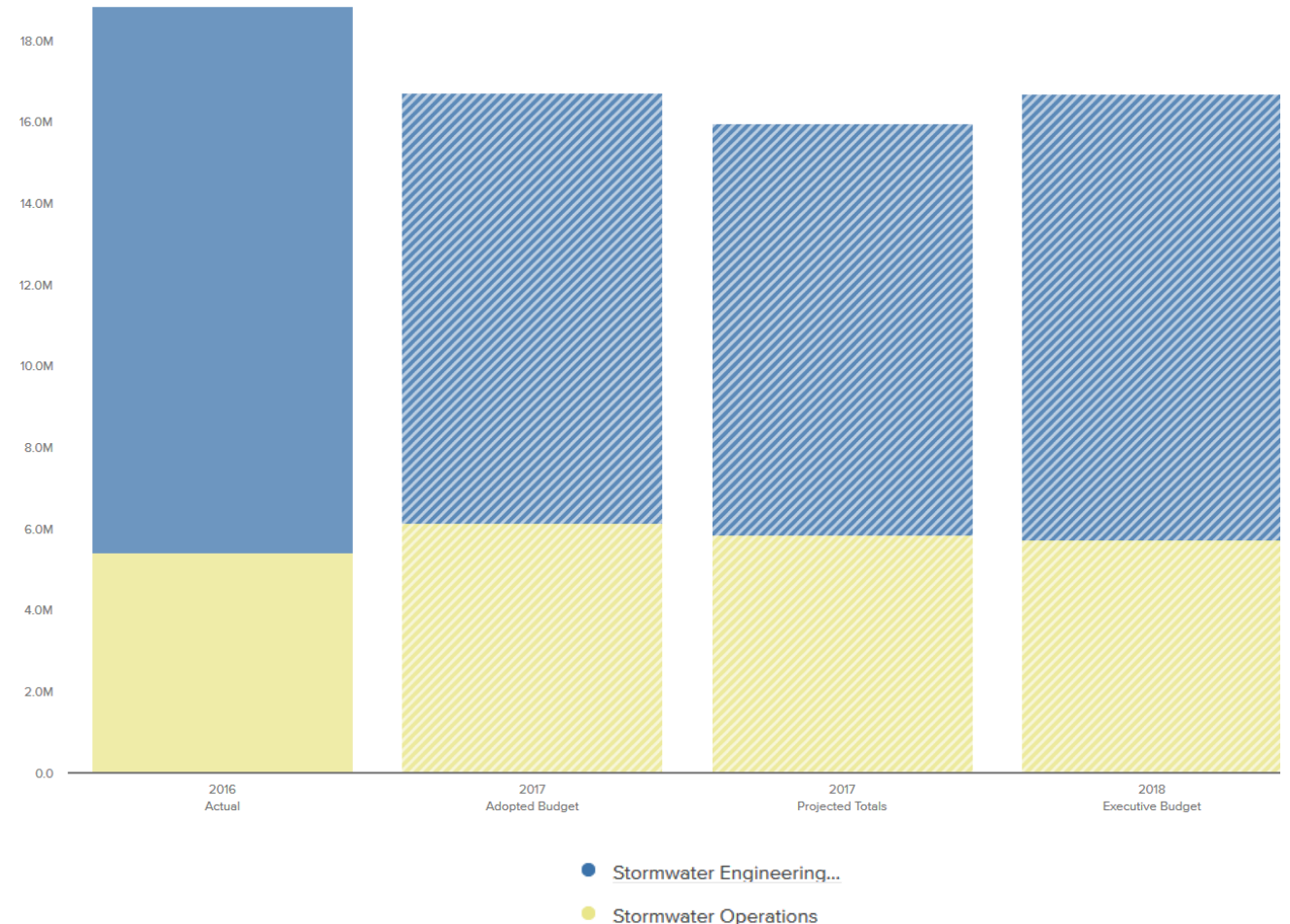
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Stormwater Utility				
Revenue	(\$18,827,760)	(\$16,718,500)	(\$15,982,284)	(\$16,697,985)
Expense	\$18,827,760	\$16,718,500	\$15,982,284	\$16,697,985
Net Budget	\$0	\$0	\$0	\$0

Authorized Positions

- 2017 Authorized= 12
- 2018 Executive= 12
- Changes: None

2018 BUDGET HIGHLIGHTS

- Anticipates a 3% rate increase based on projected debt service costs.
- Engineering staff continue to complete greenway ratings allowing us to prioritize capital projects in a similar manner to street projects.
- Engineering staff have completed approximately half of the evaluations of sedimentation in over 200 stormwater ponds and will continue to complete $\frac{1}{4}$ of the system annually, allowing a data driven dredging program to be created.
- Continue contracting with Operation Fresh Start to provide alternative vegetative management and employment/training services.



STORMWATER ENGINEERING & ADMINISTRATION

- Service Goal: Reduce flooding while improving the water quality of our lakes and waterways.
- 2018 Planned Activities
 - Partner with neighboring municipalities, regulatory agencies, and public watershed organizations.
 - Design and construct Urban Best Management Practices.
 - Expand implementation of alternative vegetative management of Stormwater management areas.
 - Rehabilitate and replace system assets in a planned manner based on condition to assure assets function as designed.
 - Replace and/or add storm sewers with street reconstruction and resurfacing projects when necessary.
 - Use trenchless technology to rehabilitate existing sewers where feasible to reduce cost and minimize disruption to residents, businesses and visitors.
 - Expansion of services to be funded by developers (new subdivisions) and assessments (existing areas with no current storm sewer).

STORMWATER OPERATIONS

- Service Goal: Reduce flooding while improving the water quality of our lakes and waterways.
- 2018 Planned Activities
 - Continue scheduled preventive maintenance cleaning of existing catch basins and specialized treatment structures. Add newly constructed structures to this program.
 - Scheduled mowing of stormwater management areas to eliminate woody growth and control noxious weeds and invasive species.
 - Continue post-storm event cleaning of major grates to remove debris prior to next storm event. Expand to include new grates.
 - Construct drainage improvements to address local drainage issues.
 - Implement a GIS-centric Computerized Maintenance Management System (CMMS) with paperless work orders for field crews.
 - Use in-house crews to construct solutions to localized drainage issues.

PARKS DIVISION

ERIC KNEPP, PARKS SUPERINTENDENT

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	4,895,334	6,099,581	6,042,130	6,346,589
Expense	19,159,243	19,327,053	19,622,945	19,920,555
Net Budget	14,263,909	13,227,472	13,580,815	13,573,966
Fund: Other Restricted				
Revenue	2,924,075	339,861	3,536,596	4,730,293
Expense	2,924,075	339,861	3,536,596	4,730,293
Net Budget	-	-	-	-

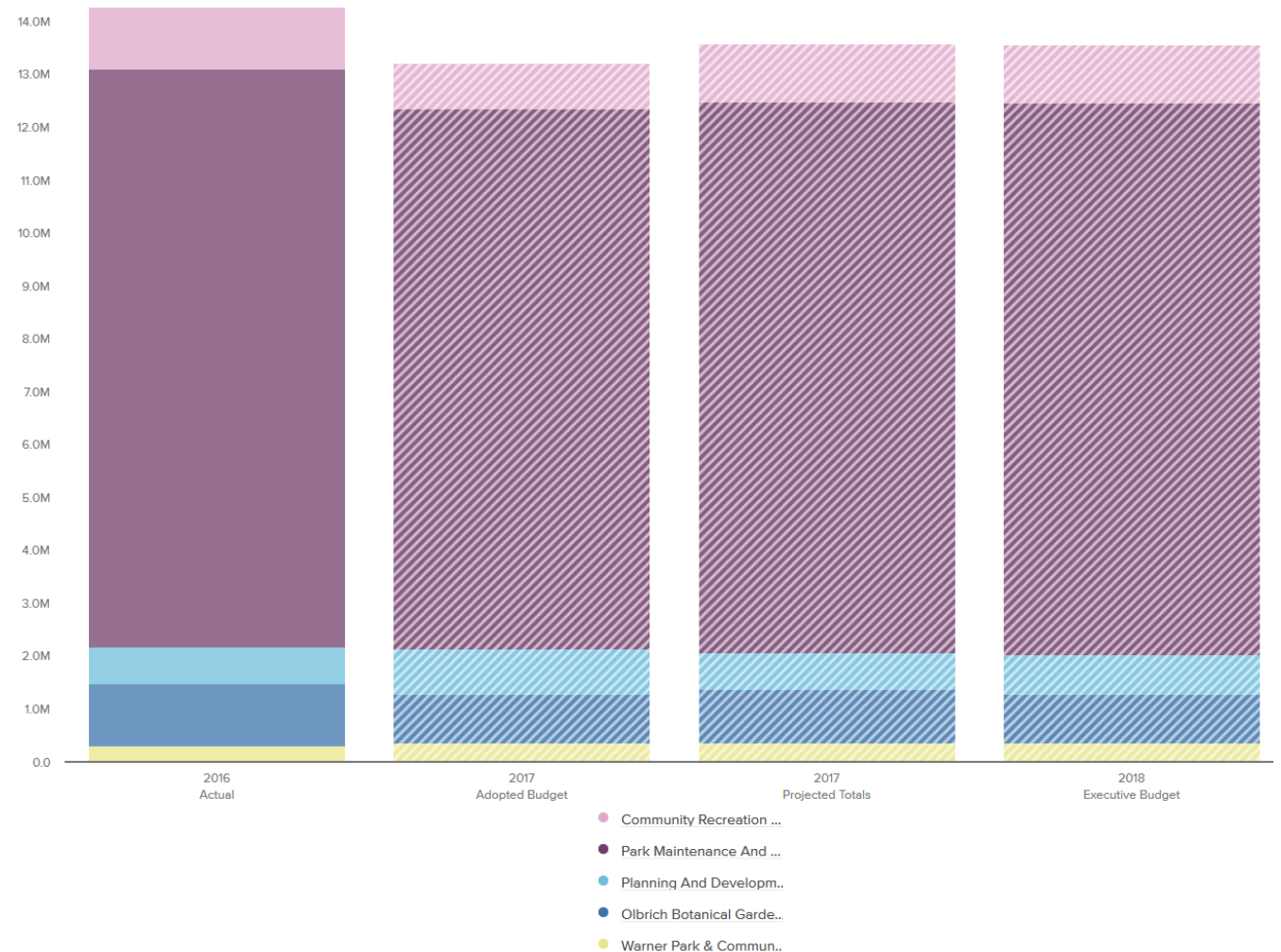
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 171.1
- 2018 Executive= 171.1
- Changes: None

2018 BUDGET HIGHLIGHTS

- Utilizing Room Tax proceeds to offset costs associated with operating Olbrich Botanical Gardens (\$325,000).
- Replacement of lost private contributions for the Ride the Drive event (\$30,000).
- The continuation of the Urban Forestry Special Charge (\$4.299m) with funding for the Parks Division (\$3.533m) and the Streets Division (\$766,362).
- The continuation of the Dog Park (\$240,000) and Disc Golf (\$90,000) programs fully funded through user fees.
- The Madison Ultimate Frisbee Association program fully funded through user fees (\$38,000).



COMMUNITY RECREATION SERVICES

- Service Goal: To contribute to the community's quality of life through the use of City-owned parks and recreation facilities and to ensure that City parks are accessible to all members of the Madison Community.
- 2018 Planned Activities
 - Implement customer satisfaction surveys and focus groups to ensure agency responsiveness.
 - Continue to develop tools to ensure equitable access to services for all members of the community.
 - Serve approximately 65,000 visitors of Goodman Pool through programs such as swim teams and swim lessons.
 - Grow shelter and athletic field reservations and use permits by 2% including dog, disc golf, and lake access permits.
 - Continue the park ranger program, including the following duties: monitor shelter reservations within the parks, patrol larger community events within parks, coordinate with volunteers at dog parks and disc golf courses, and enforce ordinances and policies within parks.

OLBRICH BOTANICAL GARDENS

- Service Goal: To enrich visitors by nourishing and sharing the beauty of gardens, the joy of gardening, the knowledge of plants, and diversity in the world.
- 2018 Planned Activities
 - Continue to partner with Olbrich Botanical Society to market and promote Olbrich Botanical Gardens to all residents and visitors.
 - Continue to oversee operations of 16 acres of outdoor gardens and the Bolz Conservatory, an indoor tropical garden.
 - Serve 285,000 garden visitors throughout the year.
 - Serve 12,500 people in educational programs including classes and workshops on a variety of garden, ecology, and nature related themes.

PARK MAINTENANCE & FORESTRY

- Service Goal: To ensure that both current and future residents of Madison will have an opportunity to enjoy recreational resources, to provide a safe and well-maintained system of parks, recreation areas, green spaces, and public shorelines, and to preserve and expand the city's urban forest.
- 2018 Planned Activities
 - Manage the hiring, training, and supervision of over 200 seasonal workers.
 - Continue development of land and facility management standards by seeking input from staff to develop the necessary maps and evaluation tools for the land management plan.
 - Continue working to mitigate the effects of the Emerald Ash Borer on the urban forest through at least 1,700 removals and 3,200 treatments of infected trees, and by replanting 1,500 trees.
 - Work closely with the Urban Forestry Task Force to review best practices to promote a health and diverse urban forest.

PLANNING & DEVELOPMENT

- Service Goal: To inform the planning and design process for capital improvements with the community input ensuring City parks achieve planning objectives and sustainability goals to meet current and future recreational needs, in addition to the operational needs of the Parks Division.
- 2018 Planned Activities
 - Complete approximately 75 capital projects within the over 270 park properties throughout the City including improvements for new and existing parks facilities, boat launches, Forest Hill Cemetery, playgrounds, and paving.
 - Emphasize continued implementation of Park Master Plan Policy. In 2018, conduct master plans for five neighborhood parks and two mini parks along with continuing work on major master plan initiatives for James Madison Park and Vilas Park.
 - Leverage developer resources and required park impact fees, grant funding private donations, and volunteer resources.
 - Continue to promote equity in planning and design and continued improvements in public outreach and engagement related to park projects and plans.

WARNER PARK COMMUNITY RECREATION CENTER

- Service Goal: To provide a shared space for community members to congregate thereby strengthening local ties and residents' sense of empowerment and community identity.
- 2018 Planned Activities
 - Serve approximately 68,000 visitors.
 - Provide 5,400 facility use reservations.
 - Continue to offer residents childcare services, senior-oriented programming, MSCR-run classes for youth and adults and a location to exercise.
 - Continue to partner with the North/Eastside Senior Coalition and Madison School & Community Recreation to develop and promote community and recreational programming at the center.
 - Develop new programs and initiatives through collaboration with Neighborhood Resource Team staff and community members.
 - Continue working with the community stakeholders on the process to expand the Center to allow for additional services.
 - Work to develop a deeper understanding of the current users of the facility as well as potential new users.

GOLF ENTERPRISE

ERIC KNEPP, PARKS SUPERINTENDENT

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

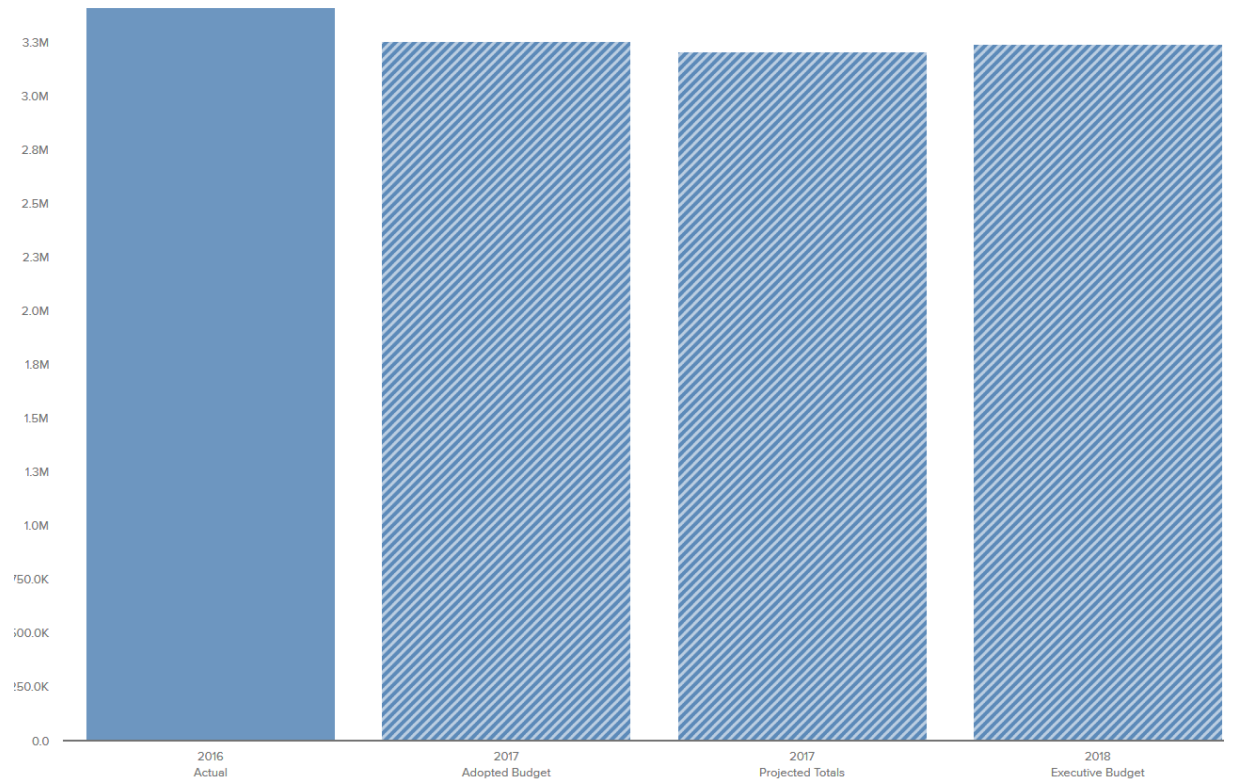
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Golf				
Revenue	3,410,395	3,257,656	3,208,910	3,245,313
Expense	3,410,395	3,257,656	3,208,910	3,245,313
Net Budget	-	-	-	-

Authorized Positions

- 2017 Authorized= 8.0
- 2018 Executive= 8.0
- Changes: None

2018 BUDGET HIGHLIGHTS

- Maintain current level of service



GOLF OPERATIONS

- Service Goal: To provide access to the game of golf to all people of the community and surrounding areas, while keeping prices affordable.
- 2018 Planned Activities
 - Maintain a high level of customer service.
 - Maintain the loyalty benefits program as an incentive for repeat business.
 - Offer instructional programs to golfers of all ages and skill levels.
 - Refine and continue the winter golf simulator program, new in 2017.
 - Continue to work with the Parks Commission, Golf Subcommittee, stakeholders, and policymakers to establish a sustainable, long-term golf operations plan.

TRAFFIC ENGINEERING

DAVID C. DRYER, P.E., CITY TRAFFIC ENGINEER AND PARKING MANAGER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(1,246,814)	(1,421,476)	(1,247,734)	(1,212,000)
Expense	7,056,789	7,387,042	7,526,166	7,388,209
Net Budget	5,809,975	5,965,566	6,278,432	6,176,209
Fund: Other Grants				
Revenue	(49,787)	(90,346)	(115,755)	(91,800)
Expense	49,787	90,346	115,755	91,800
Net Budget	0	0	0	0

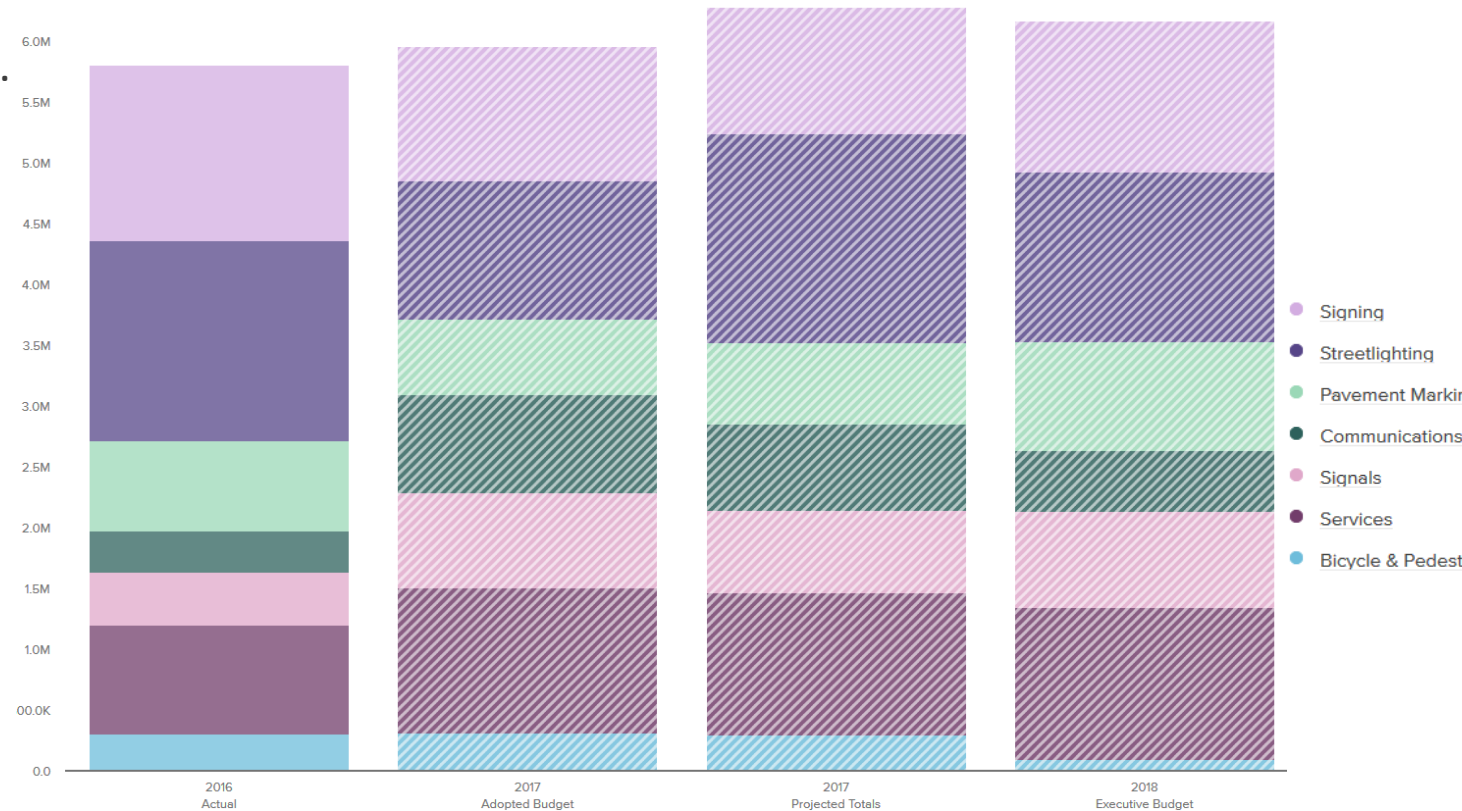
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 65.6
- 2018 Executive=65.6
- Changes: 0.0

2018 BUDGET HIGHLIGHTS

- Reduces budgeted revenue received by the agency to reflect prior year trends (\$208,000).
- Reduces the amount of staff time charged to capital projects (\$570,000).



BICYCLE & PEDESTRIAN SERVICES

Service Goal:

- This service manages bicycle and pedestrian infrastructure improvements and program administration. The primary customers of this service are all users of the bicycle and pedestrian facilities and school age children who receive bicycle safety education. The goals of this service are to continue to improve the accommodations for bicyclists, pedestrians and wheelchair users throughout the City and to provide leadership and expertise for bicycle and pedestrian issues in community.

2018 Planned Activities:

- Continue to maintain pedestrian bicycle infrastructure.
- Review the use of new pedestrian and bicycle traffic control facilities to improve the City's transportation network.
- Continue to provide bicycle registration services and safety education.

COMMUNICATIONS

Service Goal:

- This service is responsible for managing and operating the City's radio network. This service also plans, designs, modifies and installs communications equipment for the City, the 911 Center, and other public entities. The goals of this service are to support the City's first responder communications and radio communication for Public Works and other agencies.

2018 Planned Activities:

- Increase repair and installation of emergency communication equipment for other entities (Dane County, other municipalities, state agencies, etc.), thereby accruing additional revenue.

PAVEMENT MARKINGS

Service Goal:

- This service performs an annual pavement marking inventory. The service is also responsible for the maintenance of the following: centerline, lane line, crosswalk, bike path, speed hump, and other similar markings. The goal of this service is to provide clear, concise and consistent guidance on, over, or adjacent to a street, pedestrian facility or bikeway by maintaining existing and installing new traffic control pavement markings.

2018 Planned Activities:

- Install green-colored pavement marking to highlight the path crossing at several new locations.
- Install additional bike lane markings.
- Install additional crosswalk markings.

SERVICES

Service Goal:

- This service, in conjunction with the Pedestrian Bicycle Motor Vehicle Commission, provides overall leadership for traffic safety programs and assists on the overall transportation and traffic planning, design and transportation engineering for the City. Staff assist neighborhoods and other government entities in planning transportation improvements. The goals of this service are to provide high quality transportation and traffic planning, design and engineering services for the City, collaborating with various stakeholders to achieve best development projects possible, minimizing the negative impact of private and public development impact on the City's transportation network, working closely with neighborhoods on neighborhood traffic management programs, and providing an analytical cost effective methodology to determine if traffic control improvements are necessary.

2018 Planned Activities:

- Continue to provide transportation and traffic planning, design, and engineering services for the City.
- Work closely with neighborhoods on neighborhood traffic management programs.

SIGNALS

Service Goal:

- This service is responsible for the installation, operation and upkeep of traffic signals. This service performs studies, planning and design associated with new installations as well as the regular review, revision and modernization for the signalized intersections maintained by Traffic Engineering and sixty-five signals owned and paid for by other units of government. This service is also responsible for installing and maintaining fiber optic infrastructure. The goals of this service are to have a safe, efficient transportation network and safer intersections by maintaining, repairing and adjusting traffic signals.

2018 Planned Activities:

- Continue to add signal corridors onto the centralized Advanced Transportation Management System (ATMS).

SIGNING

Service Goal:

- This service is responsible for fabricating, installing, replacing, repairing, and maintaining street signs. The service performs an annual sign inventory to evaluate the need for new signs or removal/alteration of existing signs; surveys and reports on sight distance problems and sign obstructions; and upkeep and maintenance of signs and guardrails. The service also installs and removes barricades and signs for special events and to individuals with street-use permits. The goals of this service are to provide clear, concise and consistent guidance on, over, or adjacent to a street, pedestrian facility or bikeway by maintaining existing and installing new traffic control signage.

2018 Planned Activities:

- Install enhanced path crossing signage at several new locations.
- Add bike lanes signage.
- Add enhanced pedestrian crossing signage.

STREETLIGHTING

Service Goal:

- This service manages all street lights within the City of Madison. Staff repair and maintain light poles, bases and luminaries, and repair all damage resulting from traffic accidents. This service is responsible for the design of new lighting installations and evaluates the need for changes in the existing systems and lighting units for specific neighborhood needs. The goals of this service are to have a safe, efficient transportation network.

2018 Planned Activities:

- Design and install LED lighting fixtures on all new arterial road and bike path construction projects where new lighting is to be installed.
- Work with MGE and Alliant Energy to include LED streetlights in new residential areas.

PARKING UTILITY

SABRINA TOLLEY, ASSISTANT PARKING UTILITY MANAGER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

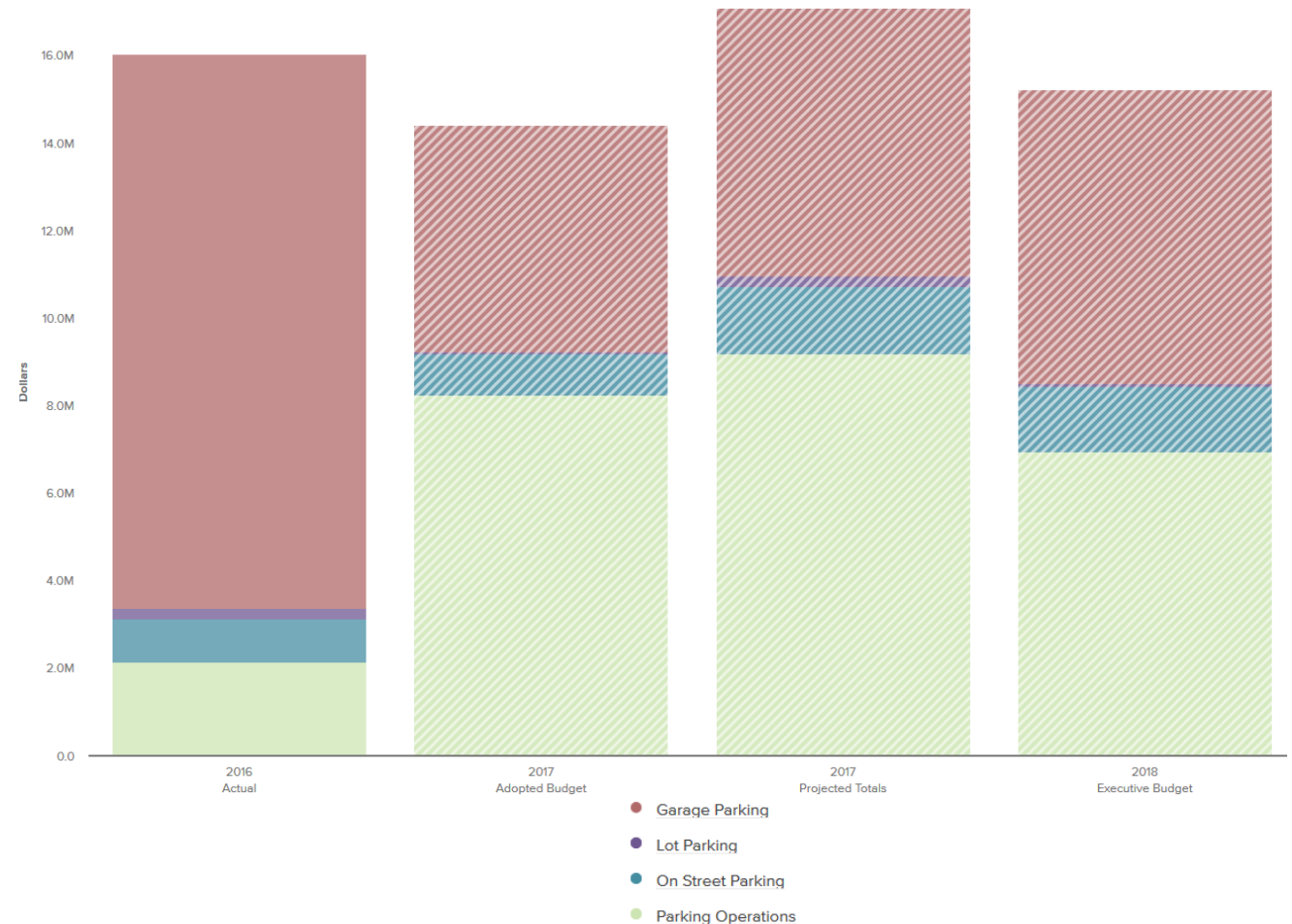
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Parking Utility				
Revenue	\$ (16,046,208)	\$ (14,414,863)	\$ (17,073,780)	\$ (15,239,000)
Expense	\$ 16,046,208	\$ 14,414,863	\$ 17,073,780	\$ 15,239,000
Net Budget	\$ -	\$ -	\$ -	\$ -

Authorized Positions

- 2017 Authorized=69.65
- 2018 Executive=70.65
- Changes: Addition of 1.00 FTE Parking Maintenance Worker to maintain the Capitol East Parking Garage and assist with the maintenance of other garages.

2018 BUDGET HIGHLIGHTS

- The increase of projected garage revenue based on current trends, by (\$800,000).
- The creation of a Parking Maintenance Worker to maintain the Capitol East Parking Garage and assist with the maintenance of the Parking Utility's other garages (\$63,650).
- \$395,000 increase in salary and benefit expenses, historically budgeted in the Police Department's budget, to be allocated to the Residential Parking Permit Program, administered by the Parking Utility. An ordinance change will be required to increase the permit fee from \$28 to \$105 to pay for the increased program costs.



GARAGE PARKING

- Service Goal: Continue to serve the parking needs of residents, visitors, businesses, and other organizations in the downtown area. Through a variety of pricing strategies, permit options, and communication and wayfinding efforts, continue to manage and balance demand across the system, and increase utilization at underutilized facilities and timeframes. Increase the availability of convenient, shorter-term parking during special events. Continuous improvement of customer service through the use of technology and facility maintenance/improvements.
- 2018 Planned Activities
 - Continue operation and maintenance of parking garages and equipment.
 - Continued operation of the Government East Parking Garage, one of the highest demand facilities, with no loss of parking during construction of the replacement garage.
 - Support the parking needs of the Capitol East district by providing convenient parking for visitors attending local events and helping to reduce neighborhood parking pressures through the operation of a new parking garage.
 - Implement new technologies and equipment with the replacement of the Parking Access Revenue Control System which will offer greater flexibility, convenience, and equipment reliability for customers.

LOT PARKING

- Service Goal: Continue to meet the unique parking demands that each surface lot serves, increase utilization during off-peak timeframes, and encourage the use of surface lots for longer-term parking and special events to increase availability of short-term on-street parking.
- 2018 Planned Activities
 - Continue to pursue relationships with event organizers to accommodate parking for larger (oversize/not heavy) vehicles with limited parking options, which provides greater availability of on-street parking for residents and visitors, and increases utilization of lots.

ON-STREET PARKING

- Service Goal: Provide short-term convenient parking for residents and visitors, serve the needs related to event and large-vehicle, moving vehicle, storage container, and construction parking, improve the convenience and flexibility of payment at on-street meters by replacing all coin-only meters with meters that accept payment by coin, credit card, and pay-by-cell. The City's Residential Parking Permit Program (RP3), which serves to limit commuter-impact in RP3 areas, is also administered by the Parking Utility under this service.
- 2018 Planned Activities
 - Potential replacement of 500-650 coin-only meters with single-space Smart Meters that accept payment by coin, pay-by-cell, and credit card.
 - Transition from the pilot phase of pay-by-cell to full implementation, pending required functionality from the vendor, anticipated for completion in fall of 2017.
 - Potential expansion of enforcement hours for on-street meters in the downtown area.
 - Full funding of the Residential Permit Parking Program (RP3) enforcement costs. The RP3 program, defined in MGO 12.138, was established to reduce automobile commuting, energy waste and air pollution, reduce vehicle miles of travel, reduce traffic congestion, illegal parking, and related health and safety hazards, and is administered by the Parking Utility. The RP3 program is a revenue neutral program in which permit fees fund all costs associated with administering the program. Permit fees are adjusted as necessary to maintain revenue neutrality.

Current annual costs for Parking Utility staff administration salaries and benefits, services, and supplies are approximately \$145,000. An ordinance change will be required to increase the permit fee to fund the additional \$395,000 in salary and benefit expenses for enforcement officers, which have historically been budgeted in the Police Department's budget (General Fund). The permit fee will need to be increased from \$28 to \$105 for a full price permit, and \$7 to \$26 for a replacement permit to pay for the increased program costs.

PARKING OPERATIONS

- Service Goal: The goal of this service is to continue to serve the parking needs of the community and visitors through the deliberate and conscientious development and implementation of on-street and off-street parking management strategies, consistent with City transportation policies, and to ensure the sustainable financial health of the Parking Utility, generating sufficient reserves to fund future capital projects and replace facilities as they age.
- 2018 Planned Activities
 - The exploration of new capabilities of the computerized parking system, in conjunction with the replacement of all Parking Access Revenue Control System (PARCS) equipment, software upgrades, and new software, including a mobile application, that will allow field staff to monitor and respond to equipment issues with greater efficiency.
 - Introduce a rate change proposal for midyear 2018 implementation.
 - Continue the "smart meter" trial to determine the viability of replacing all remaining coin-only meters with single-space smart meters and replace remaining coin-only on-street meters, if the trial results are positive, and begin exploring options for the future replacement of aging multi-space machines.

METRO TRANSIT

CHUCK KAMP, GENERAL MANAGER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

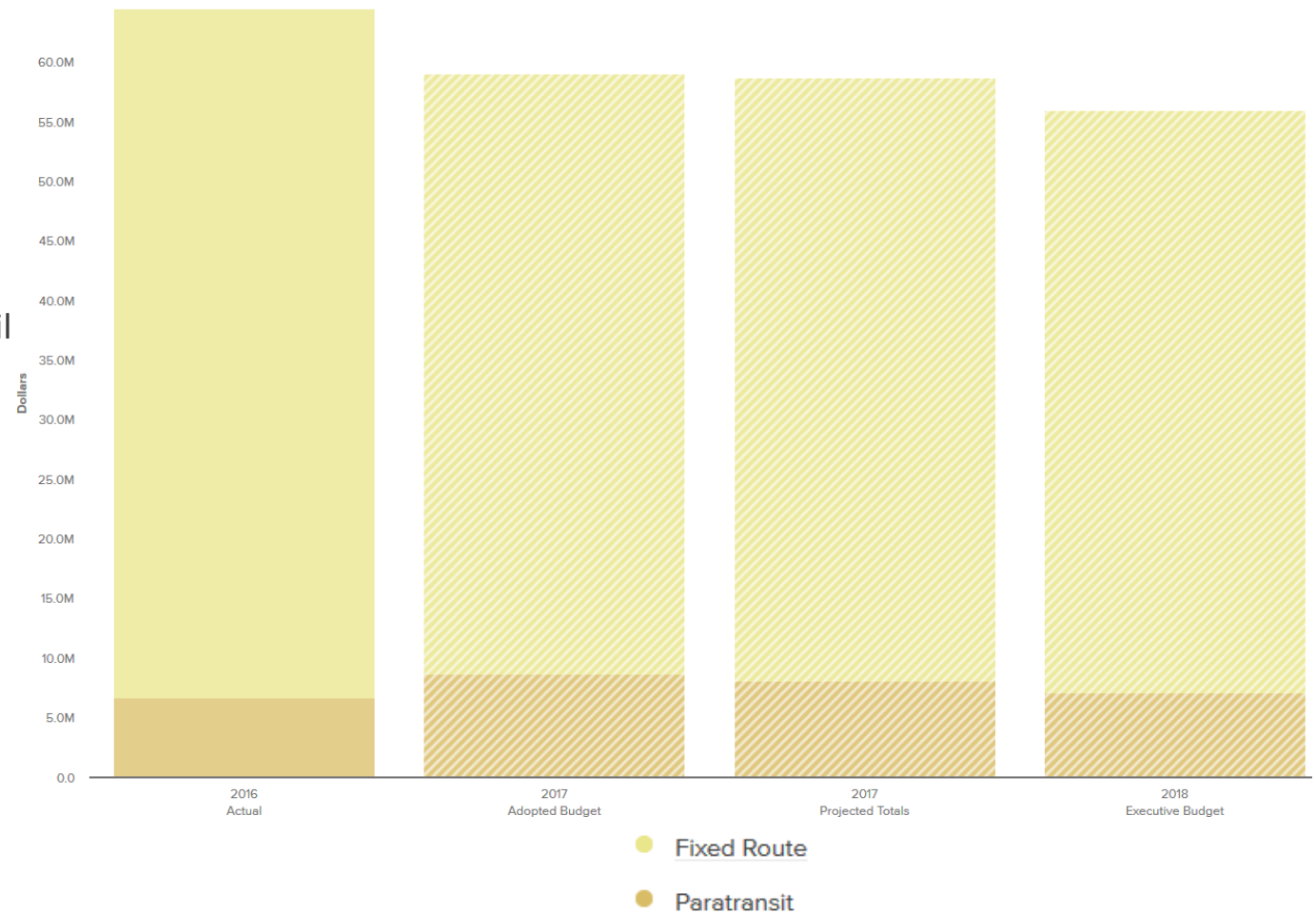
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Metro				
Revenue	\$57,082,432	\$47,192,228	\$46,828,779	\$43,662,146
Expense	\$64,462,815	\$59,072,659	\$58,709,210	\$56,031,595
Net Budget	\$7,380,384	\$11,880,431	\$11,880,431	\$12,369,449

Authorized Positions

- 2017 Authorized=473
- 2018 Executive=473
- Changes: None
 - Increased SS to reflect transitioning Paratransit drivers to existing Fixed Route positions-No anticipated layoffs

2018 BUDGET HIGHLIGHTS

- The implementation of Family Care in Dane County in 2018 results in the loss of Medicaid Waiver funding which will impact Paratransit service
- \$800k reduction in diesel fuel expense due to a new fixed rate contract
- No fixed route service or fare changes planned
- Complete engineering and design for the Nakoosa Trail facility
- Complete engineering and design for the repairs and upgrades to the East Wash facility
- Implement medical testing for safety sensitive employees
- Begin negotiations on labor contract. The current contract expires 12/31/2018



FIXED ROUTE

- Service Goal: This service is responsible for: (1) planning and coordinating all fixed route transit improvements and programs, and (2) the repair and maintenance of Metro transit bus fleet. The goal of this service is to provide transportation for customers to a comprehensive network of destinations throughout the City.
- 2018 Planned Activities
 - Run a weekend shuttle during the Monroe Street construction
 - Start the federal Small Starts grant process for future Bus Rapid Transit construction
 - Finalize plans for operating electric buses

PARATRANSIT

- Service Goal: This service provides paratransit services for customers with disabilities in need of transportation services for work, post-secondary education, medical needs, sheltered workshops, and other personal purposes.
- 2018 Planned Activities
 1. Contract out all paratransit service
 2. Assist family care agencies with transition of service
 3. Implement any approved modifications to fares or service including
 1. Increasing non-agency fare from \$3.25 to \$4.00 per ride
 2. Requiring cash fares only
 3. Eliminate leave attended service
 4. Eliminate door to door service so that all trips are curb to curb

TRANSPORTATION

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



2018 BUDGET HIGHLIGHTS

- The Executive Budget includes \$50,000 for the creation of the Transportation Department
- The budgeted amount assumes:
 1. Partial year costs for a new Director
 2. Costs will be shared between the General Fund, Parking, and Metro
- The budget may need to be amended to reflect spending plan for 2018 including start up costs associated with creating the new Department

COMMON COUNCIL

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

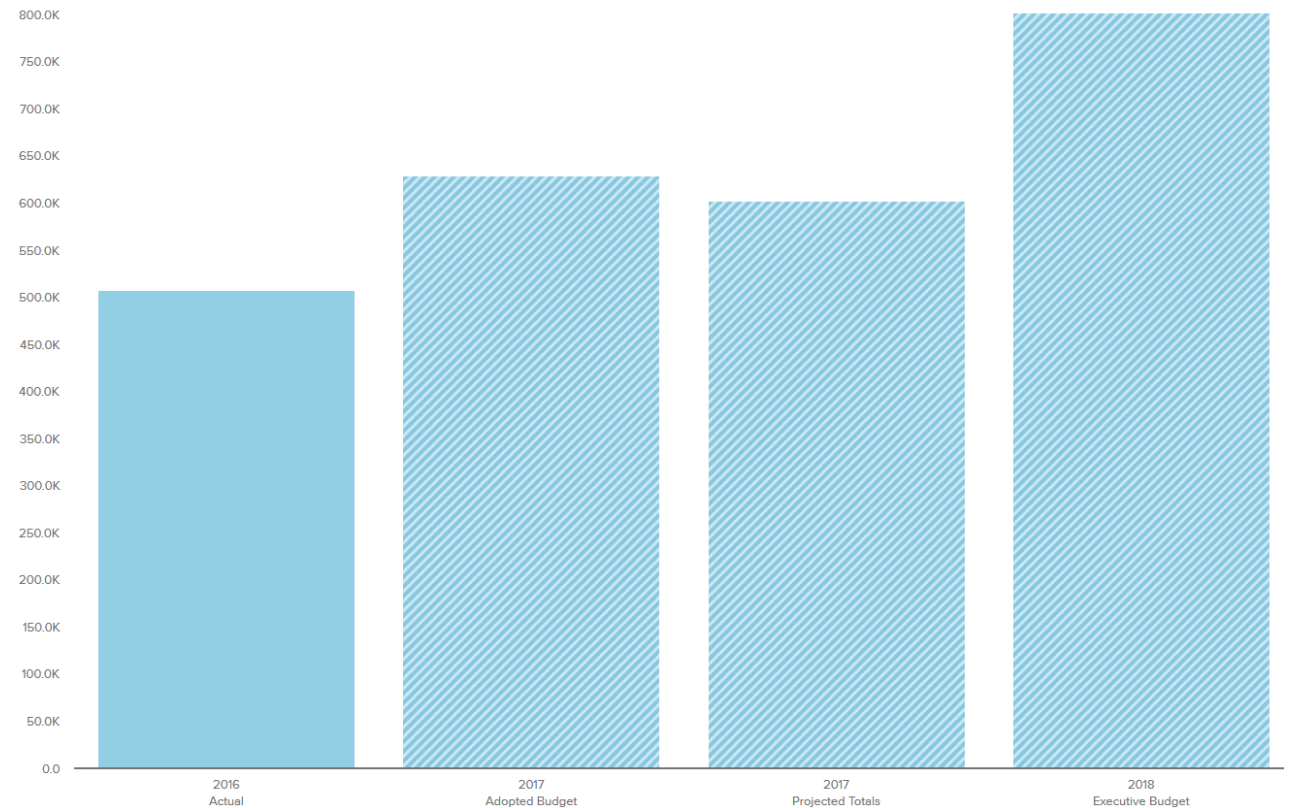
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(19,411)	(14,000)	(14,000)	(14,000)
Expense	526,956	643,560	616,700	815,342
Net Budget	\$507,545	\$629,560	\$602,700	\$801,342

Authorized Positions

- 2017 Authorized= 3
- 2018 Executive= 4
- Changes: Annualized costs for Chief of Staff & movement of Legislative Analyst from Attorney's Office

2018 BUDGET HIGHLIGHTS

- Continued funding for Alder benefits includes WRS & health insurance (\$50,000)
- Alder budgets maintained at current level (\$3,000/Alder)
- Full funding for 4 positions including Chief of Staff, Legislative Analyst, Administrative Assistant, and Secretary



MAYOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

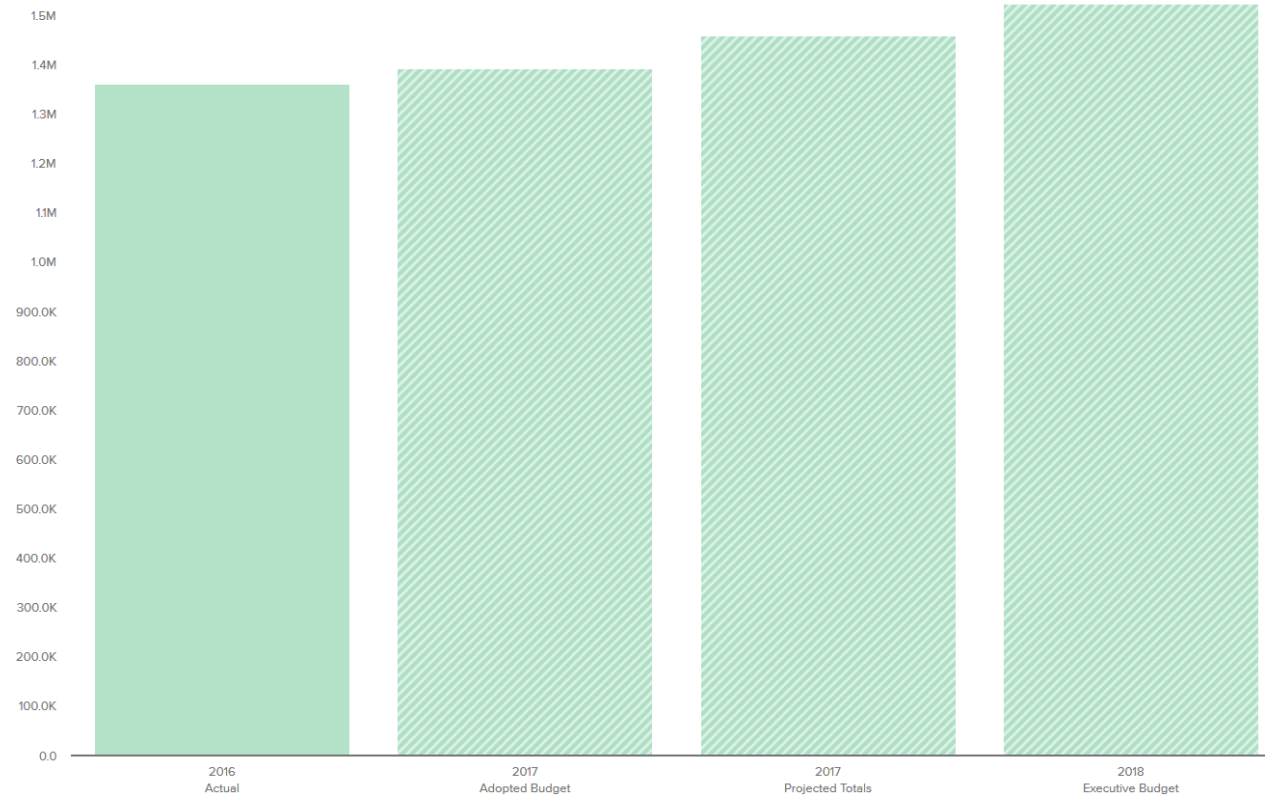
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(1,500)	(35,000)	(23,831)	-
Expense	1,362,939	1,428,858	1,483,970	1,522,274
Net Budget	\$1,361,439	\$1,393,858	\$1,517,520	\$1,522,274

Authorized Positions

- 2017 Authorized=12
- 2018 Executive=12
- Changes: None

2018 BUDGET HIGHLIGHTS

- Continued funding for the following initiatives:
 1. Neighborhood Resource Teams (\$17,500)
 2. My Brother's Keeper (\$25,000)
 3. Summer Meals (\$15,000)
- Adjustments to revenue based on anticipated trends (\$35,000)



ASSESSOR

MARK HANSON, CITY ASSESSOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

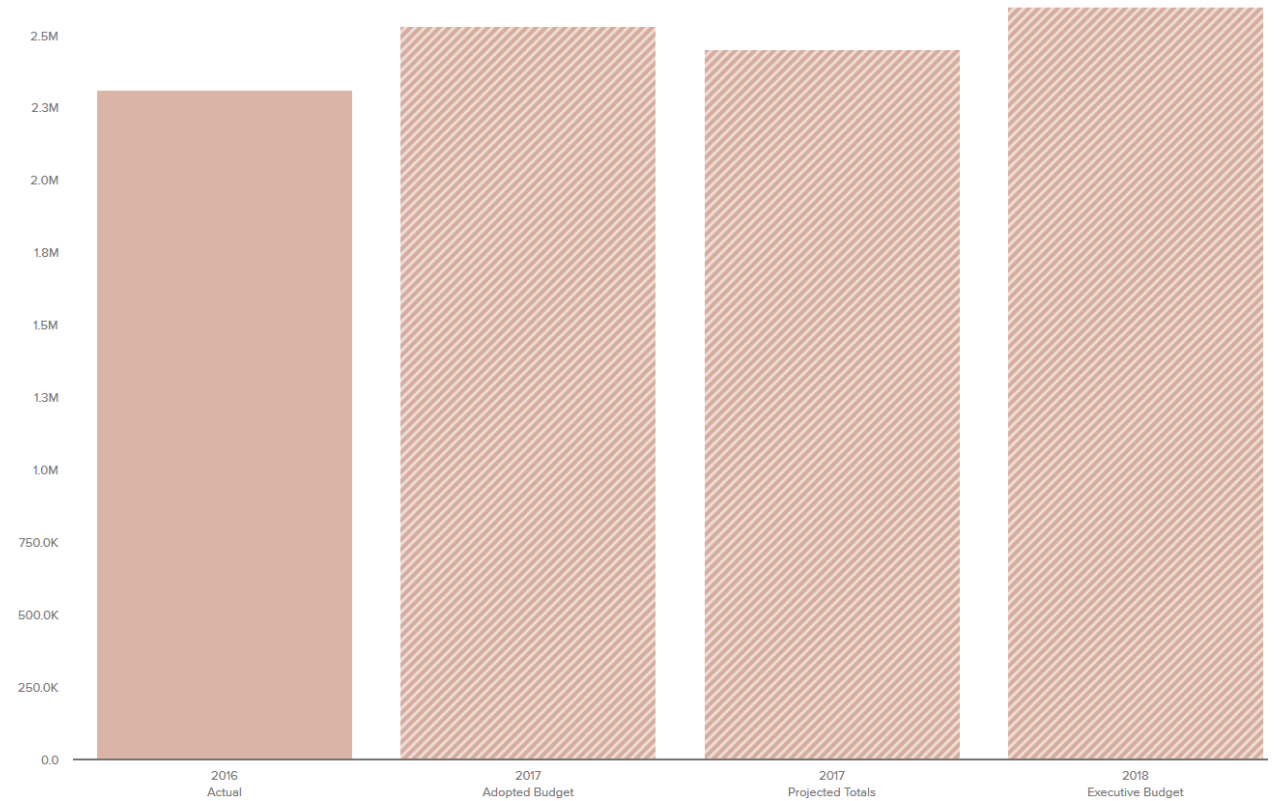
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue				
Expense	2,312,123	2,532,868	2,454,426	2,597,181
Net Budget	2,312,123	2,532,868	2,454,426	2,597,181

Authorized Positions

- 2017 Authorized=24
- 2018 Executive=24
- Changes: None

2018 BUDGET HIGHLIGHTS

- Highlight 1: The Executive Budget includes funding for contractual services to analyze the real estate market to reflect equitable assessments (\$50,000)



ASSESSOR

- Service Goal: To provide accurate, up-to-date property assessments to ensure the fair and equitable distribution of property taxes.
- 2018 Planned Activities
 - Continue Commercial revaluation started in 2017 to achieve better assessment equity and uniformity
 - Prepare a new request for funding for Computer Aided Mass Appraisal (CAMA) software; update RFP

ATTORNEY

MICHAEL P. MAY, CITY ATTORNEY

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

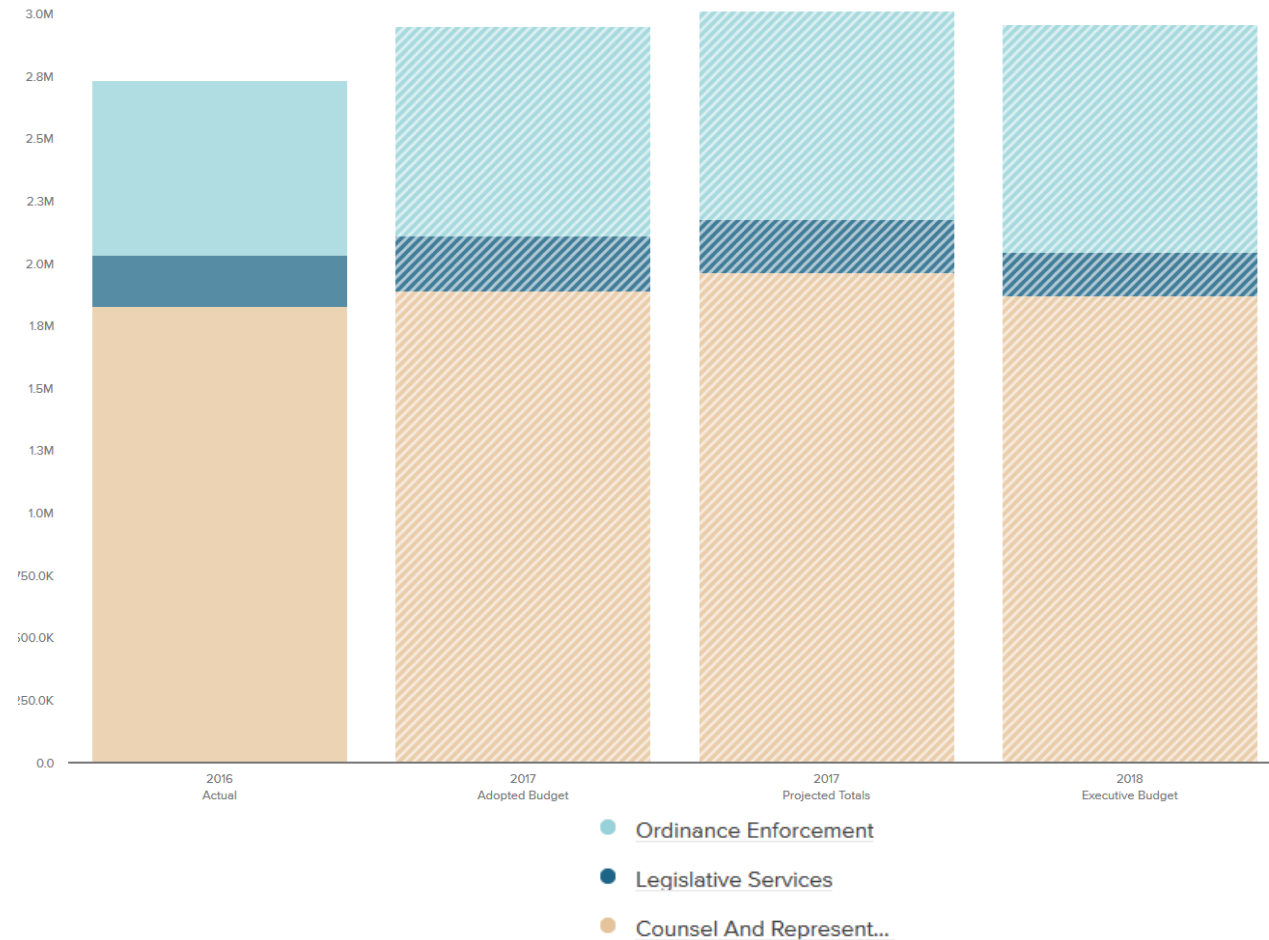
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(38,957)	0	(9,851)	0
Expense	2,736,676	2,953,891	3,010,109	2,959,172
Net Budget	2,736,676	2,953,891	3,010,109	2,959,172

Authorized Positions

- 2017 Authorized= 26.50
- 2018 Executive= 25.50
- Changes: Common Council Legislative Policy Analyst moved to Council budget

2018 BUDGET HIGHLIGHTS

- System maintenance of MUNICODE, the City's online tracking system for the General Ordinances (\$25,000)
- Continuation of the summer law clerk programs (\$25,000)
- Transferring the Common Council Legislative Analyst to the Common Council (-\$85,000)



COUNSEL & REPRESENTATION

- Service Goal: This service assists City officials and agencies with carrying out their policies in compliance with legal requirements by preparing, publishing, and distributing formal opinions and reports on legal issues affecting City policy. This service also informs officials and agencies of current legal developments, prepares and presents formal and informal training sessions for City officials and staff, answers informal legal questions from City officials, staff, and committees, and attends meetings of staff teams and public bodies to provide legal advice. Additionally, this service assures courts uphold the decisions of the Mayor and the Council and of authorized policy decisions made by city agencies that may result in potential liability. The goal of this service is to reduce the City's risk of legal liabilities.
- 2018 Planned Activities
 - Continuation of training for Attorney staff and for other City agencies on key issues related to the service
 - Apply Racial Equity and Social Justice Initiative (RESJI) principles

LEGISLATIVE SERVICES

- **Service Goal:** This service ensures that Madison ordinances accurately express the policies chosen by the Mayor and Common Council, ensures that current ordinances are easily available to the public, advises City officials on legal issues with existing or proposed legislation, and provides parliamentary and procedural advice to the Common Council and other City bodies. The goal of this service is to reduce the City's risk of legal liabilities and improve accessibility to online ordinances.
- **2018 Planned Activities**
 - The major initiative associated with this service is the MUNICODE upgrade
 - Continuation of training for Attorney staff and for other City agencies on key issues related to the service

ORDINANCE ENFORCEMENT

- Service Goal: This service seeks to improve residents' quality of life by helping enforcement agencies deter conduct that is dangerous or interferes with public health and welfare. This is done through prosecuting civil enforcement actions, including nuisance and injunctive actions, providing advice and training to enforcement staff, researching legal issues raised by new enforcement techniques, reviewing recent case law developments and changes in state law, identifying legal solutions to enforcement problems and drafting appropriate ordinance amendments, and conducting appellate proceedings. The goal of this service is reduce the City's risk of legal liabilities and to maintain City services.
- 2018 Planned Activities
 - Continuation of training for Attorney staff and for other City agencies on key issues related to the service

Clerk

Finance Committee 2018 Budget Presentation



Budget Summary

Budget by Fund

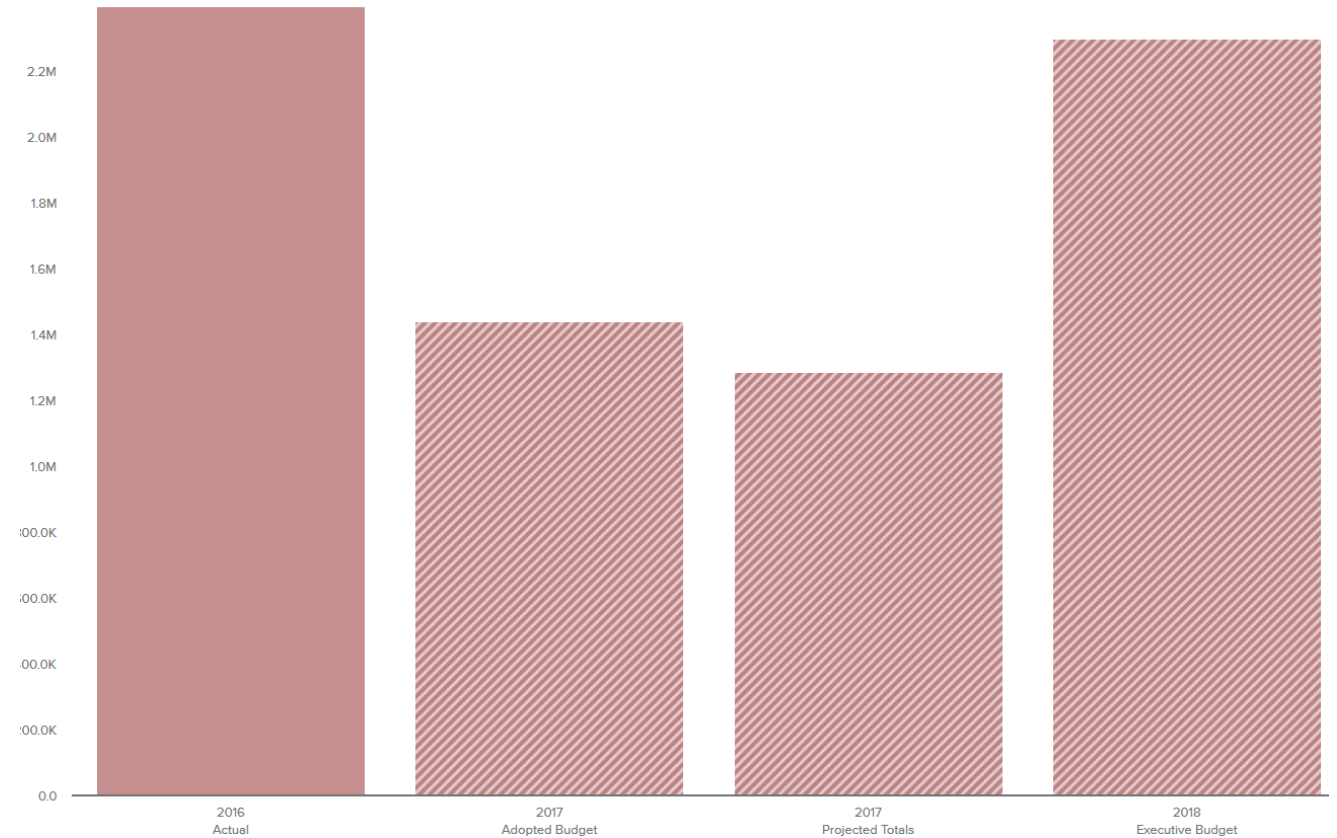
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(219)		(985,080)	
Expense	2,394,929	1,440,855	2,272,214	2,299,751
Net Budget	\$2,394,710	\$1,440,855	\$1,287,134	\$2,299,751

Authorized Positions

- 2017 Authorized = 1 Clerk, 1 Administrative Assistant, 6 Certified Municipal Clerks
- 2018 Executive = 1 Clerk, 1 Administrative Assistant, 6 Certified Municipal Clerks
- Changes: Although there are no position changes, we will work to continually improve our productivity and customer service

2018 Budget Highlights

- Polling locations staffed to facilitate voter lines of 15 minutes or less
- 12 hourly employees to work 20 hours a week in the Clerk's Office for the November election
- Restoration of AASPIRE Intern position to focus on voter outreach
- Two weeks of In-Person Absentee Voting for the February, April, and August election, and four weeks for the November election



Clerk

- Service Goal: Provide the public with access to democracy, open government, and licensed business establishments
- 2018 Planned Activities
 - Continue to integrate racial equity and social justice into our work
 - Prioritize fully staffing our polling places on election days while offering In-Person Absentee Voting at multiple locations for the April and November elections
 - Reduce overtime hours required of Clerk's Office full-time personnel by hiring additional hourly employees for the November election

EMPLOYEE ASSISTANCE PROGRAM

TRESA MARTINEZ, EAP ADMINISTRATOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	-	-	-	-
Expense	330,652	344,591	339,527	357,341
Net Budget	330,652	344,591	339,527	357,341

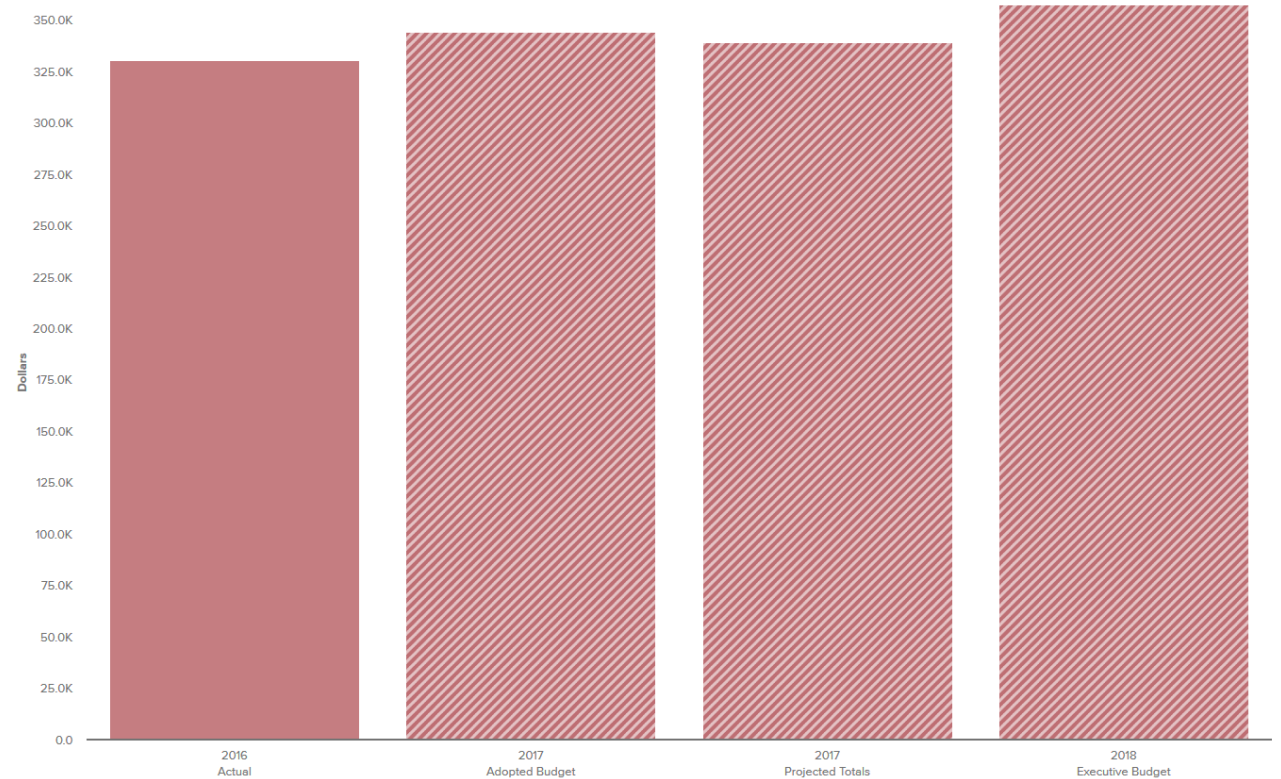
Authorized Positions

- 2017 Authorized=3
- 2018 Executive=3
- Changes: None

2018 BUDGET HIGHLIGHTS

The 2018 Executive Budget includes funding for:

- The EAP external service provider contract has been reduced by \$9,000 to reflect current utilization trends (\$36,500). The majority of service requests come to the internal EAP staff and those dollars have been shifted to better reflect other agency demands.
- An additional \$5,000 goes to supplies to cover the costs associated with outreach and program promotion. The remaining amount is to fund HeartMath, LLC Resiliency/Prevention Focused Training material costs.



EAP SERVICES

- Service Goal: Increase employee productivity, attendance, and overall well-being, encourage a culture of wellness and prevention among Madison's First Responders, and provide equitable access to EAP services for city staff.
- 2018 Planned Activities
 - Establish a support group for city employees who are caregivers and develop a training related to coping strategies and work/life balance related to the role of caregiver.
 - Collaborate with MPD training staff to deliver officer wellness and prevention-related training.
 - Continued work with MFD on drafting policy, program outline, and orientation training for Peer Support Program and a Suicide Prevention Training.
 - Collaborate with HR's Employee Development & Organizational Effectiveness team on Well Wisconsin initiatives and to roll out Suicide Prevention Training and Trauma-Informed Leadership Training.
 - Coordinate satellite offices at city agencies on a part-time but consistent basis.

HUMAN RESOURCES

HARPER DONAHUE, INTERIM DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

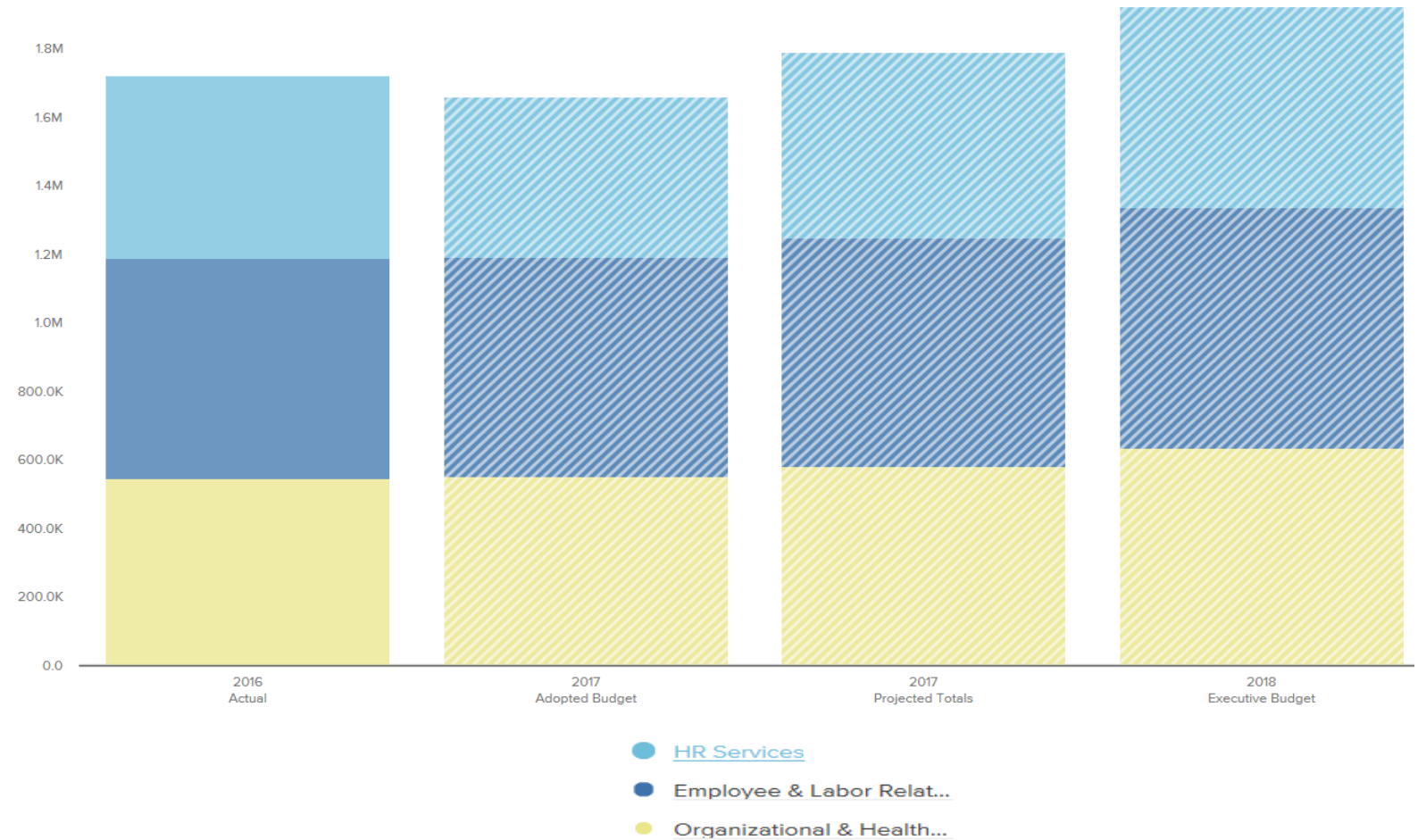
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(33,980)	(25,500)	(25,500)	(25,500)
Expense	1,757,701	1,687,901	1,817,408	1,947,226
Net Budget	1,723,722	1,662,401	1,791,908	1,921,726

Authorized Positions

- 2017 Authorized = 16
- 2018 Executive = 17
- Changes: (+1) Strategic Management Coordinator – Charged with promoting citywide alignment with City goals/initiatives.

2018 BUDGET HIGHLIGHTS

- Strategic Mgmt. Coordinator
- Domestic Partner Benefits



EMPLOYEE AND LABOR RELATIONS

- Service Goal: Represent City/Employee interests related to collective bargaining, contract and handbook administration and performance management:
 - Meet and Confer Process - Work with Employee Associations in developing and implementing employee handbooks
 - Develop and implement employee benefits program
 - Administer Family and Medical Leave Act (FMLA)
 - Disability Leaves and Layoffs and Occupational Accommodations
- 2018 Planned Activities
 1. Equity analysis of benefit programs with a thorough review and analysis of related programs and policies
 2. Implementation of Government Alliance on Race and Equity (GARE) recommendations.

HR SERVICES

- Service Goal: Provide HR support to all City departments to assist in achieving agency goals by:
 - Developing and implementing recruitment and selection strategies to attract a diverse and talented workforce
 - Assisting in the implementation of organizational changes (including reclassifications)
 - Working closely with the City Personnel Board

- 2018 Planned Activities
 1. Expanding community engagement and outreach efforts
 2. Implementation of Government Alliance on Race and Equity (GARE) recommendations

OFFICE OF EMPLOYEE DEVELOPMENT AND ORGANIZATIONAL EFFECTIVENESS

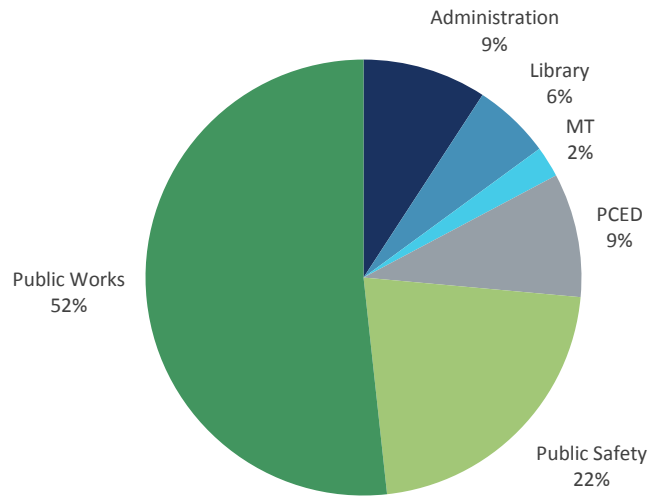
- Service Goal: Promote the success and engagement of City employees and agencies through coordinated internal and external trainings and specialized initiatives to:
 - Create learning and growth opportunities
 - Foster work culture change through programming and partnerships
 - Promote wellness of employees through programming and partnerships
 - Promote strategic thinking, planning, process improvement and development
 - Support and facilitate community partnerships and engagement
- 2018 Planned Activities
 1. Analyze, review and expand the coordination of city-wide wellness and training activities
 2. Implementation of Government Alliance on Race and Equity (GARE) recommendations
 3. Review and recommend an effective talent-management system.

DOMESTIC PARTNERSHIPS - STATE POLICY CHANGES

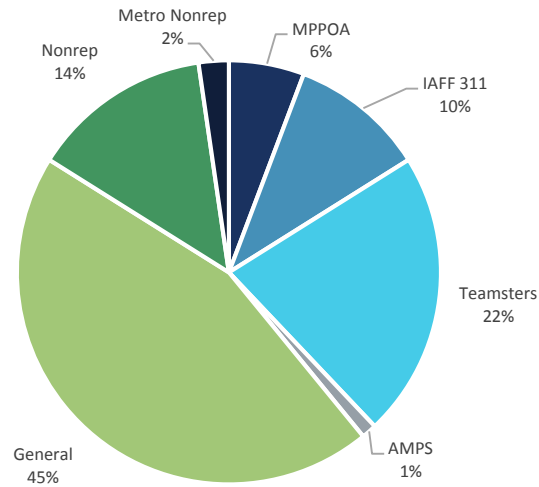
- The 2018 State budget eliminates health benefits for domestic partnerships
 - This change will go into effect on January 1, 2018
 - City's policy direction needs to be determined prior to open enrollment for 2018 coverage
- Based on current enrollment, 83 City employees currently have domestic partners accessing ETF benefits
- Local governments opting to continue this benefit for their employees must find alternatives outside of the ETF system
 - City offered benefit as a reimbursement program prior to the State offering the benefit in 2010

DOMESTIC PARTNERSHIPS - CURRENT UTILIZATION

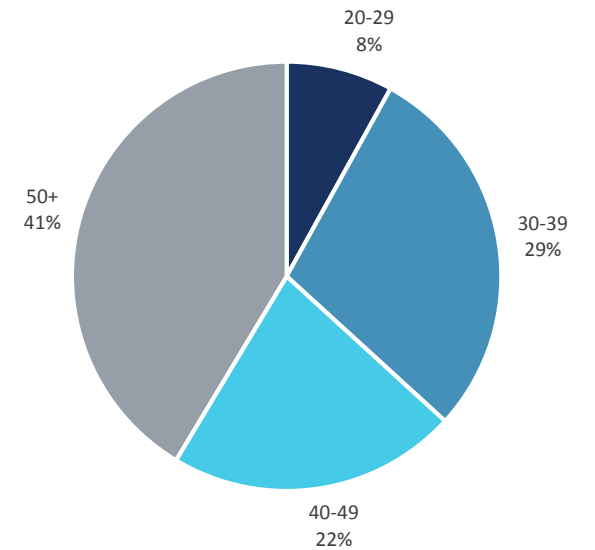
Utilization by Function



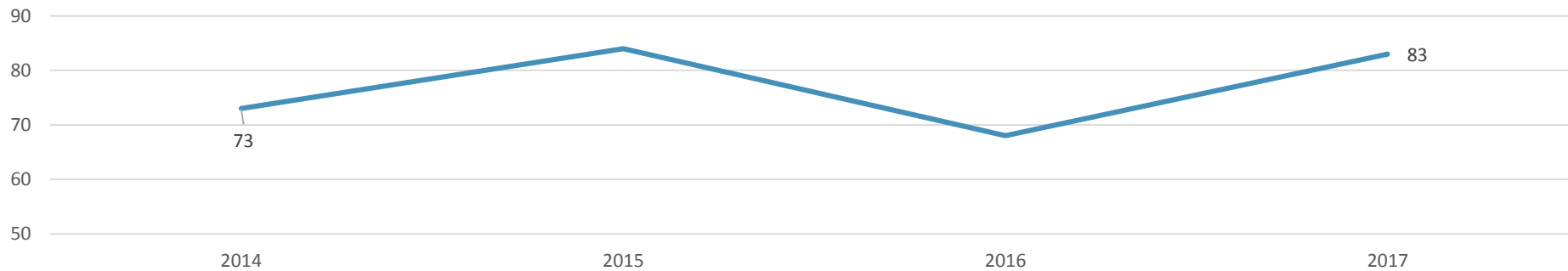
Utilization by Comp Group



Utilization by Age



Utilization by Year



DOMESTIC PARTNERSHIPS AND 2018 BUDGET

Recommendation: Revert back to City practice prior to 2010

Anticipated General Fund Impact = \$250k (All Funds = \$250k)

■ Assumptions

1. Number of domestic partnerships will remain the same in 2018
2. Partner and Dependents: \$350k Annually
 1. Current Enrollment = 36
 2. The existing budget sufficient for employee and dependents; additional funding needed to reimburse partner who will no longer be eligible for City benefits
 3. Children of Domestic Partners will no longer have access to City benefits and City will not reimburse for these costs
3. Partner Only: No Fiscal Impact
 1. Current Enrollment = 50
 2. The budget already includes family coverage for these employees

INFORMATION TECHNOLOGY

PAUL KRONBERGER, CHIEF INFORMATION OFFICER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

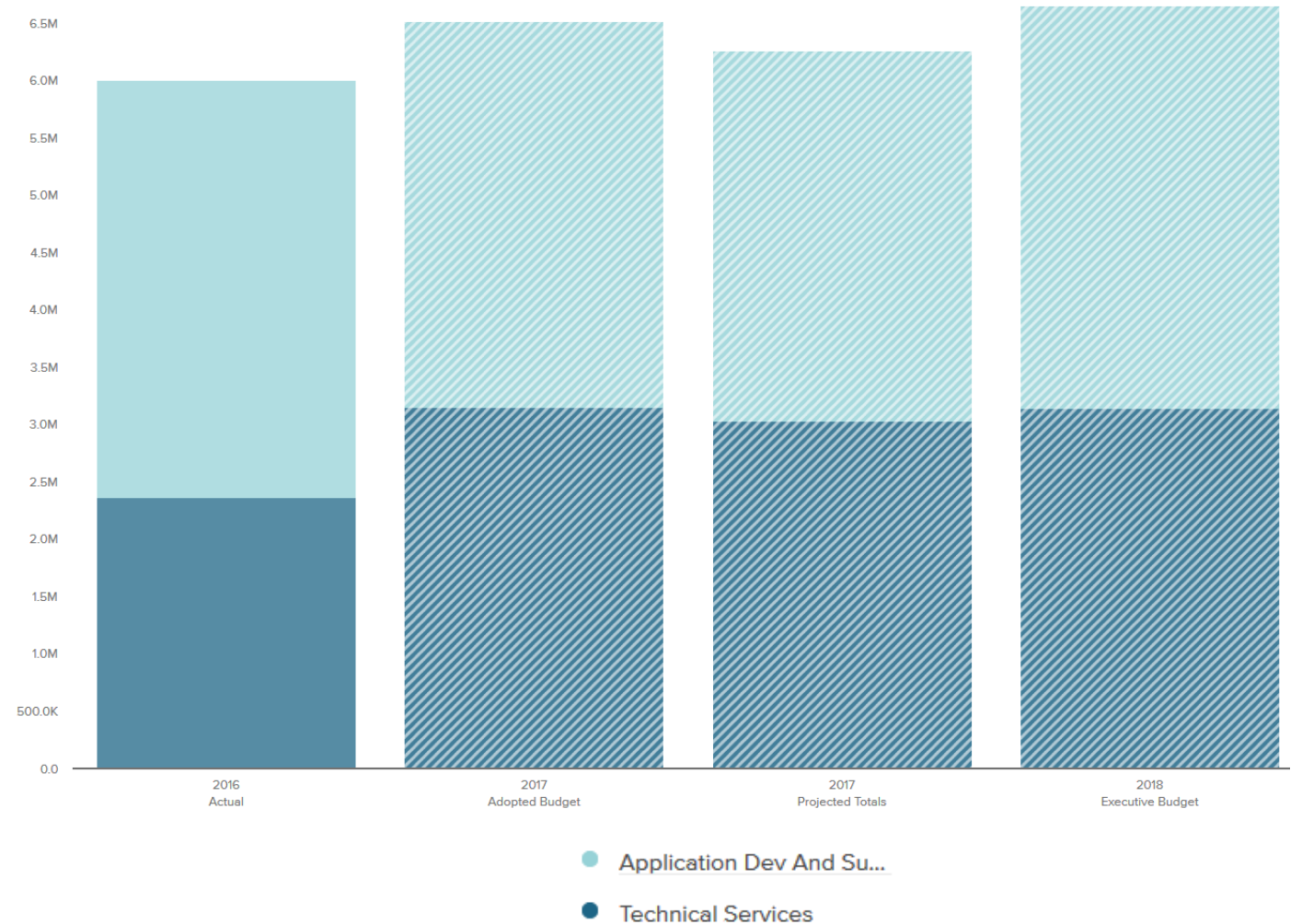
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(36,996)	(73,000)	(46,778)	(44,500)
Expense	6,039,545	6,593,633	6,313,215	6,691,885
Net Budget	\$6,002,550	\$6,520,633	\$6,266,437	\$6,647,385

Authorized Positions

- 2017 Authorized= 53.20
- 2018 Executive= 54.20
- Changes: (Communications Manager)

2018 BUDGET HIGHLIGHTS

- Maintaining the current level of service including software and hardware maintenance contracts
- Addition of a new Communications Manager



APPLICATION DEVELOPMENT & SUPPORT

- Service Goal: To provide data and application based solutions that support the missions of all City departments/divisions, City residents and visitors.
- 2018 Planned Activities
 - Upgrading systems and services where practical
 - Improve processes and applications for effectiveness and efficiency gains
 - New projects include an enterprise-wide public works project and contract compliance system, expansion of the open data portal and interactive online mapping, and a civil rights case management system

TECHNICAL SERVICES

- Service Goal: To provide technology-based solutions that support customers' missions in all City departments/divisions and to provide data and application communication technology between government agencies and City residents and visitors.
- 2018 Planned Activities
 - Continue refresh of data center hardware and software to support physical and virtual server, networking, and storage environments
 - Upgrade the City's virtual environment and introduce an enterprise solution for computer system security monitoring
 - Upgrade capabilities to increase high availability for critical systems
 - Implement new IT Service Management toolsets for improved request, incident, and change management functions

TREASURER

DAVID M GAWENDA, CITY TREASURER

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

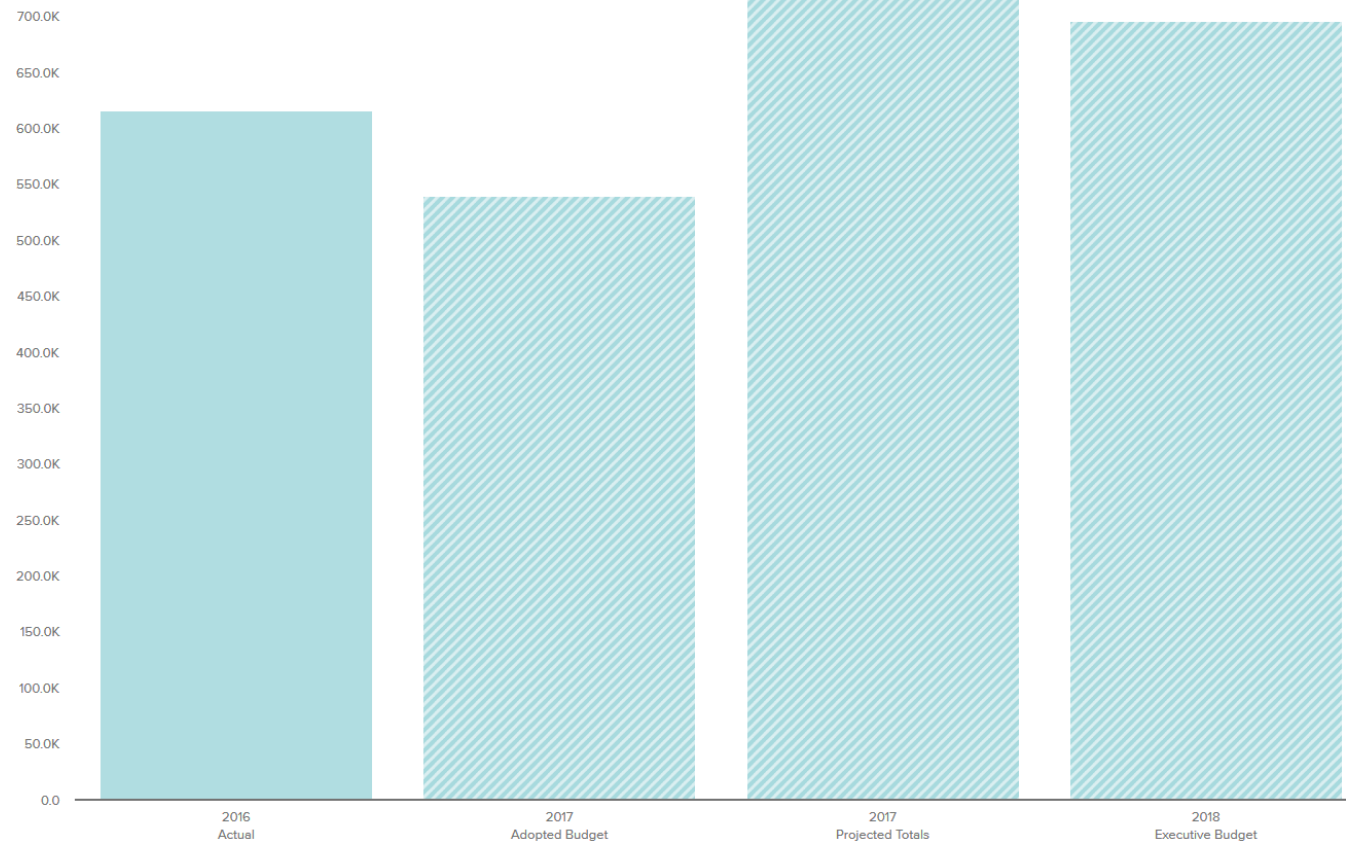
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(10,009)	(11,000)		(11,000)
Expense	625,923	550,941	715,468	706,828
Net Budget	615,914	539,941	715,468	695,828

Authorized Positions

- 2017 Authorized= 6.00
- 2018 Executive= 6.00
- Changes: 0

2018 BUDGET HIGHLIGHTS

- Increase bank service charges and credit card processing fees (\$138,000.)
- Increase in overtime expenses based on prior year trends. (\$11,000.)



TREASURER

- Service Goal: The Treasurer's Office processes over one million payments annually through both physical and electronic payment channels. The service seeks to continue to utilize new forms of technology to improve efficiency for taxpayers.
- 2018 Planned Activities: Develop and further expand Electronic Bill Presentment & Payment (EBPP) functions to enhance service of payments via internet, pay by phone, and other electronic methods.

MONONA TERRACE

GREGG MCMANNERS, EXECUTIVE DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

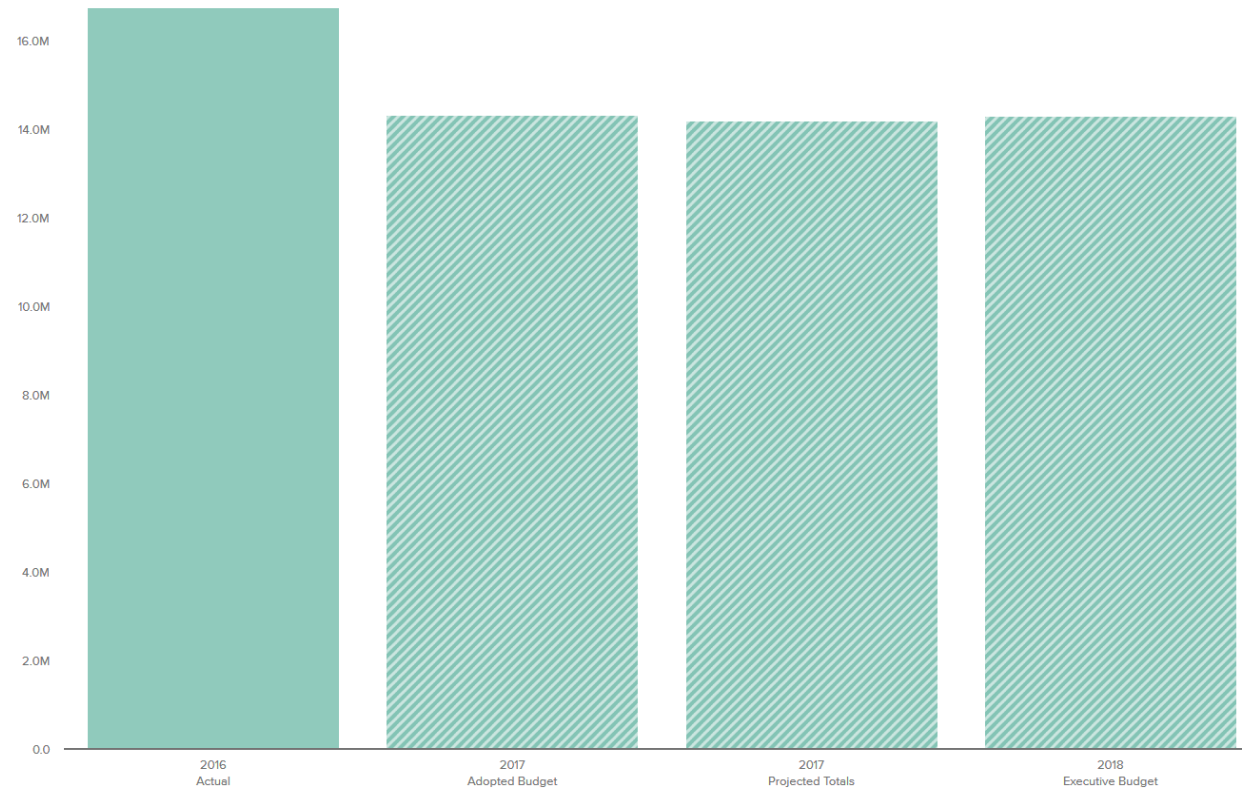
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: Convention Center				
Revenue	16,733,334	14,319,753	14,198,328	14,300,552
Expense	16,733,334	14,319,753	14,198,328	14,300,552
Net Budget	-	-	-	-

Authorized Positions

- 2017 Authorized= 54.75
- 2018 Executive= 54.75
- Changes: 0

2018 BUDGET HIGHLIGHTS

- Decrease of \$126,000 in projected event revenue
- Reclassification of one Operations Worker position to an Operations Lead Worker
- Reduces the use of fund balance via an increase in the Room Tax Subsidy



COMMUNITY CONVENTION CENTER

- Service Goal: Operation of Monona Terrace Community and Convention Center – a place for business, a place for learning and fun, and an inclusive facility that is welcome to everyone.
- 2018 Planned Activities – We plan to continue community engagement efforts with patrons of Monona Terrace including guests, clients, visitors, and tourists, and promote the facility and Madison to add economic vitality to the surrounding area.

POLICE DEPARTMENT

MICHAEL C. KOVAL, CHIEF OF POLICE

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

		2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General					
	Revenue	(\$1,436,964)	(\$1,505,617)	(\$1,510,411)	(\$1,463,196)
	Expense	\$71,325,756	\$71,295,529	\$72,331,146	\$74,498,475
Net Budget		\$69,888,792	\$69,789,912	\$70,820,735	\$73,035,279
Fund: Grants					
	Revenue	(\$1,265,577)	(\$2,349,405)	(\$2,498,343)	(\$1,590,186)
	Expense	\$1,265,577	\$2,349,405	\$2,498,343	\$1,590,186
Net Budget		\$0	\$0	\$0	\$0
Fund: Other Restricted					
	Revenue	(\$479,415)	(\$493,650)	(\$238,650)	(\$216,500)
	Expense	\$479,415	\$493,650	\$238,650	\$216,500
Net Budget		\$0	\$0	\$0	\$0

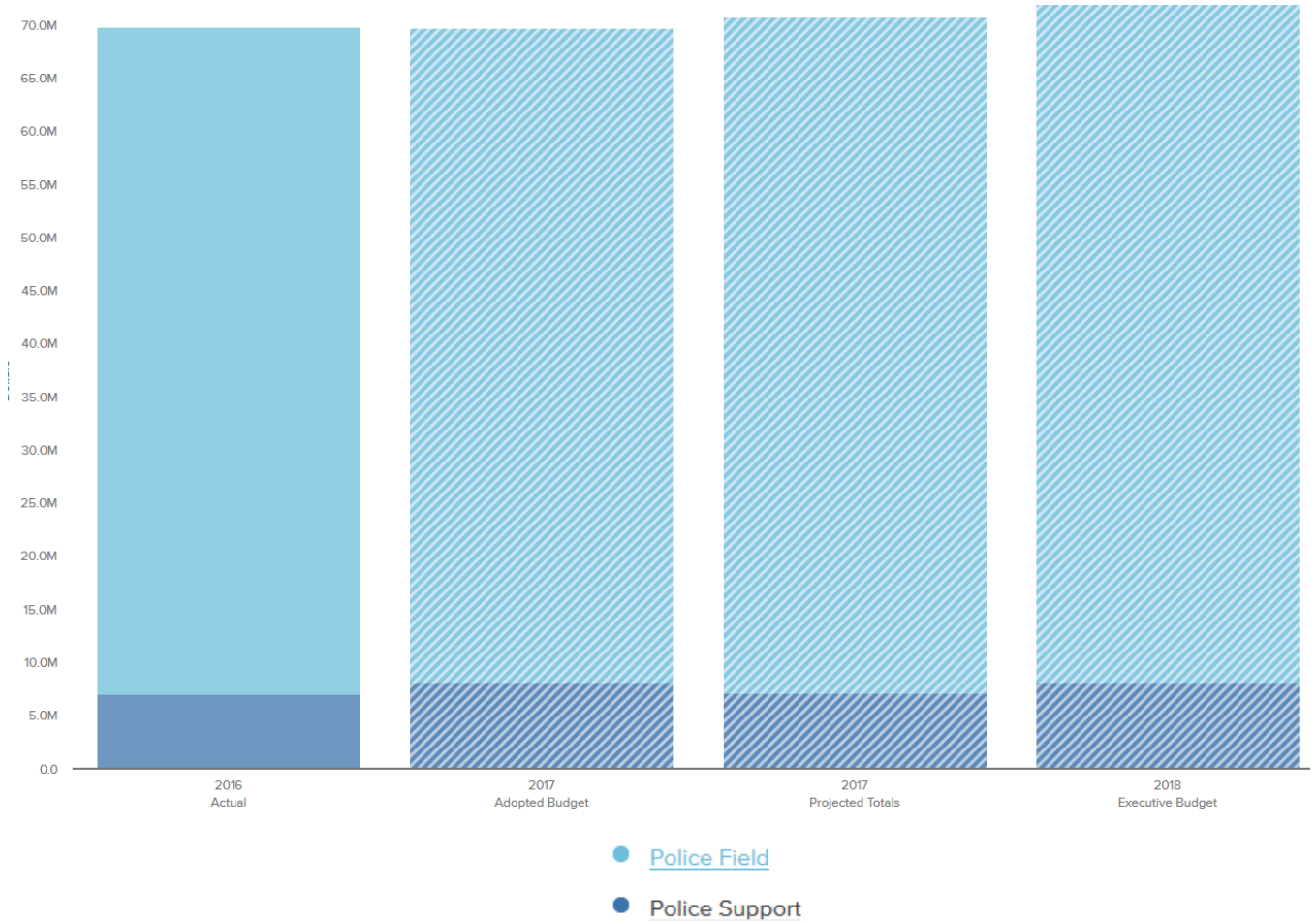
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 583.5
- 2018 Executive= 587.7
- Changes:
 - 3 Positions added for Midtown – Gang Officer, Police Report Typist, Public Records Custodian (Lieutenant moved to Midtown)
 - 1 Training Center Coordinator (Sergeant moved to Mental Health) – added midyear and an increase in the Admin Clerk by .2

2018 BUDGET HIGHLIGHTS

- Staffing: Four positions added (discussed on previous slide) for Midtown and Mental Health. \$350,000 as match for police officers if COPS grant is obtained. (This will fund approximately 7 positions for patrol and 2 vehicles.)
- Other additions: Smartphones for some Detectives and Sergeants. Premium pay to cover educational incentives.
- Concerns: Unfunded compensated payouts – sick leave, vacation convert-to-pay, etc. Overtime challenges. Hourly shortages – Crossing Guards, Bicycle Aide, etc. Naloxone replacement. Ongoing staffing issues – particularly related to patrol.



POLICE FIELD

- Service Goal: Police Field
 - This includes police services provided through the following activities: (1) Patrol, (2) Traffic and Specialized Services, (3) Specialty Units including SWAT, SET, K-9 and Mounted, (4) Investigations, (5) Crime Prevention and Gang Unit, (6) Parking Enforcement and Crossing Guards, (7) Community Outreach, and (8) Training
- 2018 Planned Activities:
 - Opening the Midtown District Station
 - Continuing neighborhood policing and mental health interventions
 - Using data to allocate existing police resources to most efficiently address workload demands
 - Implementing problem solving initiatives by assigning personnel in response to specific or emerging problems
 - Surveying residents to assess community satisfaction with police and the effectiveness of ongoing efforts

POLICE SUPPORT

- Service Goal:
 - This includes support for the Police Department through the following activities: personnel management, information technology, finance, records, property and the Training Center. The goal of this service is to have a functional infrastructure within the Department to allow the community to obtain data, records, and other information and services in a timely manner and to ensure that property, technology and records are maintained in compliance with state and other requirements in order to provide the framework for developing a case and solving crime.
- 2018 Planned Activities
 - Evaluate training programs to ensure appropriate professional development for all police personnel
 - Identify future training needs, emerging police trends and other criteria for professional development
 - Identify areas that don't meet reasonable standards for timeliness and develop plans for mitigation to include requesting additional staff where a need has been identified

BUILDING INSPECTION

GEORGE HANK, DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

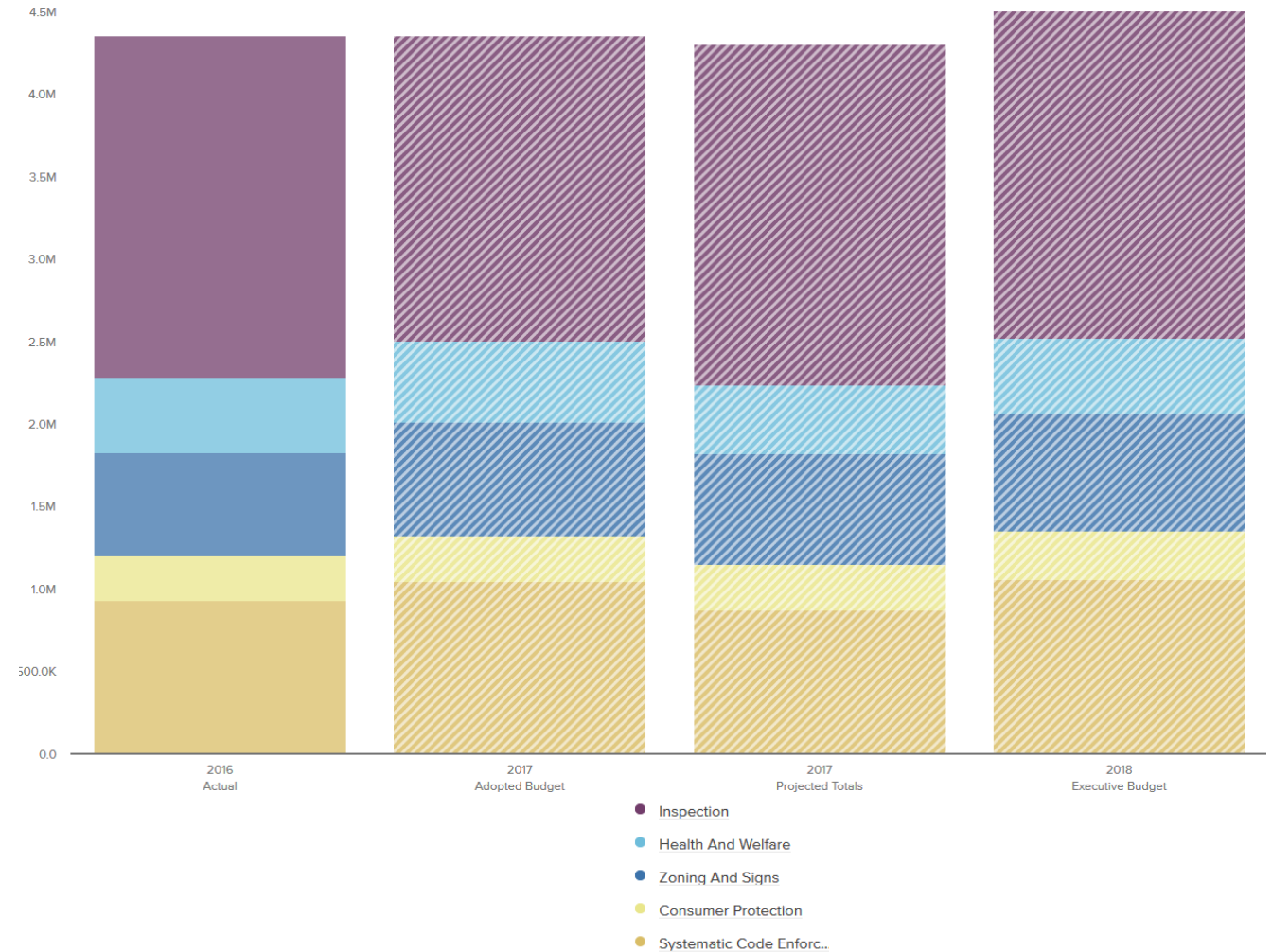
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(68,267)	(46,500)	(66,800)	(46,500)
Expense	4,427,135	4,404,327	4,374,192	4,548,939
Net Budget	\$4,358,868	\$4,357,827	\$4,307,392	\$4,502,439

Authorized Positions

- 2017 Authorized= 45
- 2018 Executive= 45
- Changes: None

2018 BUDGET HIGHLIGHTS

- Reduced budgeted salary savings based on prior year vacancy trends (\$45,000)



CONSUMER PROTECTION

- Service Goal: To ensure Madison consumers receive the correct amount of product for which they pay.
- 2018 Planned Activities
 - Study providing Weights and Measures licensing and inspection services for the Town of Madison
 - We will study what Weights and Measures services are currently being provided in the Town to see if we can provide a better service at a reduced cost.

HEALTH & WELFARE

- Service Goal: To provide assistance to residents who need help with property maintenance, ensuring a pleasant setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal.
- 2018 Planned Activities
 - Provide nearly instant notification to a property owner when a case regarding property maintenance violations are entered into our case tracking system
 - Work with the IT department to enable our case tracking software to generate an email to the owner or responsible party for a given address

INSPECTION

- Service Goal: To ensure compliance with Madison's building and mechanical system ordinances by reviewing and inspecting construction projects, contractor licensing, permit records, sales surveys, preoccupancy inspections, and underground utilities.
- 2018 Planned Activities
 - Ensure digital copies of all building floor and elevation plans are permanently attached to our building archives
 - Provide access to the digital floor and elevations to applicable City agencies to aid in their required work
 - Provide access of our digital plans to our external customers including home and building owners, builders and realtors

SYSTEMATIC CODE ENFORCEMENT

- Service Goal: To help maintain property values by eliminating blighting influences.
- 2018 Planned Activities
 - Provide Alders read-only access to our case tracking software
 - Building Inspection will request the IT Department provide Alders read-only access to Accela, our case tracking software. This can be done for little or no cost
 - This will allow Alders fulltime access to all of our enforcement information including inspections results/notes, official notices, extension letters and other miscellaneous correspondences

ZONING & SIGNS

- Service Goal: To provide timely resolution of land use issues for developers and the general public.
- 2018 Planned Activities
 - Ensure limited historical files are available online through the City data portal
 - The service will provide online access to a limited number of our historical records. These records are a frequent subject of open records requests and are currently available only at a kiosk in our reception area.
 - Building Inspection will work with Information Services to provide access through the City's Data Portal to a limited number of archived documents, including ones that are the subject of many open records requests

PLANNING DIVISION

HEATHER STOUDER, DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(891,184)	(50,000)		(35,000)
Expense	3,936,216	3,129,095	2,962,165	3,176,014
Net Budget	\$3,045,031	\$3,079,095	\$2,962,165	\$3,141,014
Fund: Other Grants				
Revenue	(82,923)	(1,062,976)	(1,167,664)	(1,113,511)
Expense	82,923	1,062,976	1,167,664	1,113,511
Net Budget	\$0	\$0	\$0	\$0

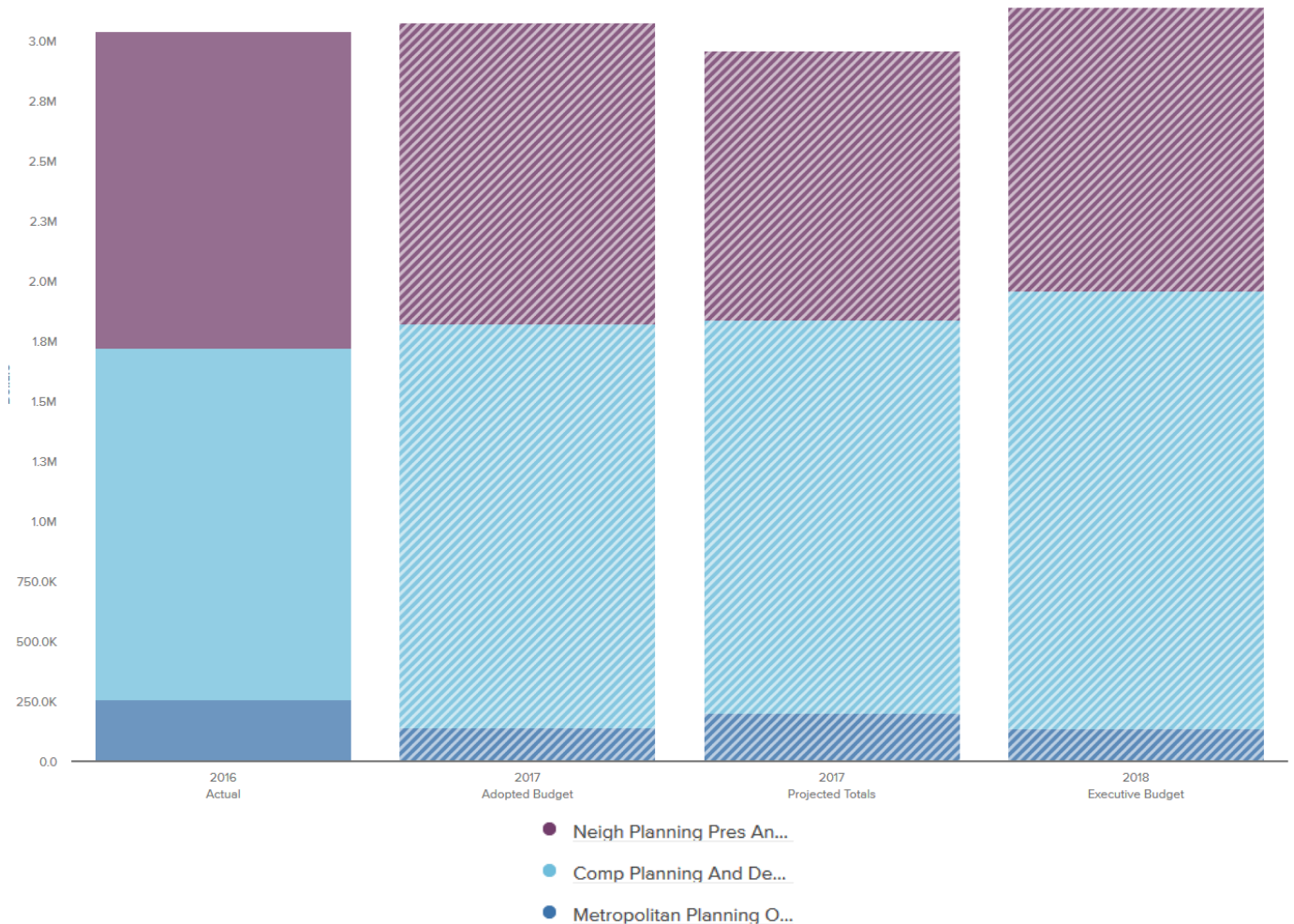
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 35.5
- 2018 Executive= 35.5
- Changes: None

2018 BUDGET HIGHLIGHTS

- Municipal Arts Grant Program (\$80,500)
- Increases funding for the Business Improvement District (BID) from \$50,000 to \$60,000
- Neighborhood Grant Program (\$30,000)
- 2018 Mayor's Neighborhood Conference (\$20,000)
- Placemaking activities (\$10,000)
- Provides funding for the MPO local match (\$136,000)



COMPREHENSIVE PLANNING & DEVELOPMENT REVIEW

- Service Goal: Plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods
- 2018 Planned Activities
 - Manage interagency coordination and review of development proposals seeking approvals by the Urban Design Commission, Plan Commission, and Common Council
 - Complete the update to the City's Comprehensive Plan ("Imagine Madison" process)
 - Initiate a Bus Rapid Transit Alternatives Analysis
 - Complete updates to peripheral neighborhood development plans
 - Pioneer, Junction, and Elderberry Neighborhood Development Plans
 - Nelson Neighborhood Development Plan
 - Northeast Neighborhoods Development Plan (potential)
 - Continue updates to the Neighborhood Indicators Project website, supporting use by City agencies and community partners

METROPOLITAN PLANNING ORGANIZATION

- Service Goal: Facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial by preparing and maintaining a long-range multi-modal transportation plan and a five-year transportation improvement program to provide investments that meet metropolitan transportation needs.
- 2018 Planned Activities
 - Employ a data and performance driven approach to planning and project programming activities
 - Implement multi-year strategic plan to improve data and planning analysis tools
 - Implement the MPO Public Participation Plan recommended strategies for stakeholder and general public involvement in planning activities.

NEIGHBORHOOD PLANNING & PRESERVATION

- Service Goal: Planning for efficient and equitable land use and complete neighborhoods in developed, mature parts of the City, balancing the growth and change in Madison with integration of art and historic preservation, and supporting leadership capacity in neighborhoods.
- 2018 Planned Activities
 - Complete neighborhood and special area plans with involvement of other City agencies and the public
 - Triangle Monona Bay Neighborhood Plan
 - Oscar Mayer Special Area Plan
 - Voit Farm Special Area Plan
 - Mifflin / West Washington Special Area Plan
 - Review all proposals seeking approval by the City's Landmarks Commission
 - Continue work on the Citywide Historic Preservation Plan
 - Organize the 2018 Mayor's Neighborhood Conference
 - Administer Arts Grants and Neighborhood Grants

CDA HOUSING OPERATIONS

TOM CONRAD, INTERIM DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

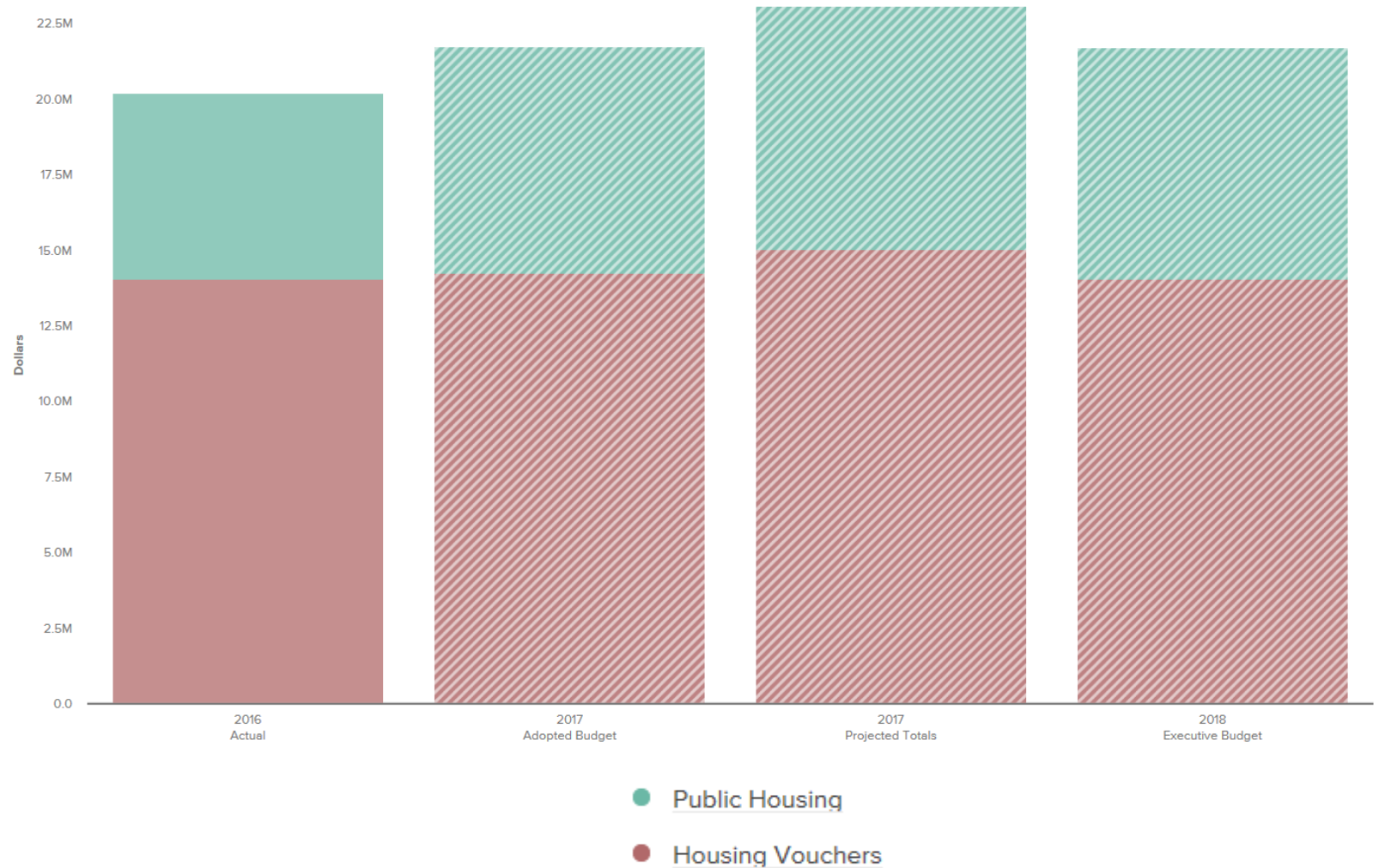
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: CDA				
Revenue	(20,056,389)	(21,592,114)	(22,890,448)	(21,547,172)
Expense	20,230,607	21,768,626	23,066,960	21,722,172
Net Budget	174,218	176,512	176,512	175,000

Authorized Positions

- 2017 Authorized= 40.95
- 2018 Executive= 40.95
- Changes: 0

2018 BUDGET HIGHLIGHTS

- 766 units of Public Housing
- 1650 units of Section 8 vouchers
- Better use of project accounting software
- No change in positions



HOUSING VOUCHERS

- Service Goal: Manage HUD funding to maintain maximum number of assisted families.
- 2018 Planned Activities
 - Set Section 8 payment standards and utility allowances to stretch federal dollars to provide assistance to the most families
- Service Goal: Strengthen partnerships with other service agencies to address homelessness and increase opportunities for education and employment.
- 2018 Planned Activities
 - Implement program to assist homeless youth aging out of foster care
 - Attach 20 vouchers to Tree Lane Permanent Supported Housing development
 - Explore the use of “moving-up” vouchers to help open up slots for new homeless households in Rapid Rehousing

PUBLIC HOUSING

- Service Goal: Maintain high occupancy and preserve existing housing stock. Investigate redevelopment strategies as a way to increase the number of affordable housing units in Madison and to modernize existing public housing.
- 2018 Planned Activities
 - Improve public housing occupancy rate to 98% by reprogramming units previously off-line at Truax, (East site)
 - Undertake process to replace some functionally obsolete scattered site units with new construction, (West site)
 - Continue the planning process to redevelop units, (Triangle)
- Service Goal: Improve resident access to health care and other services
- 2018 Planned Activities
 - Create new partnerships with health care providers to bring services to residents on site

CDA REDEVELOPMENT

NATALIE ERDMAN, EXECUTIVE DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

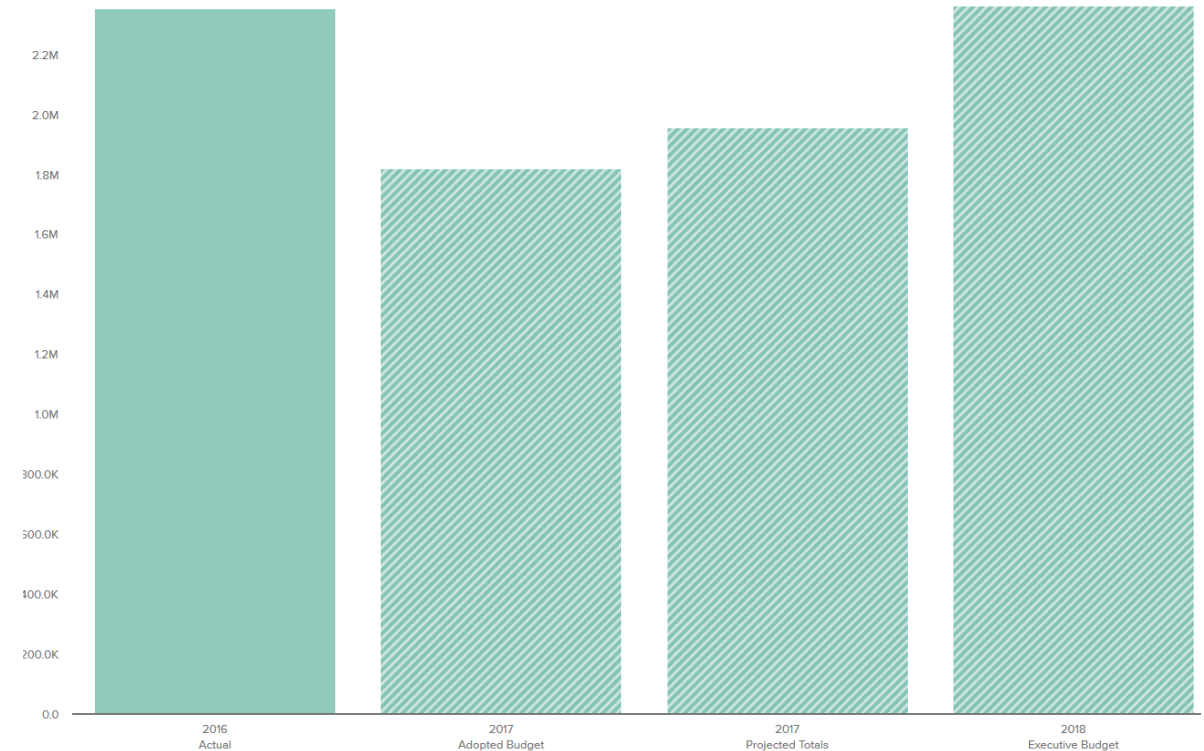
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: CDA				
Revenue	(2,355,795)	(1,820,520)	(1,957,507)	(2,361,895)
Expense	2,355,795	1,820,520	1,957,507	2,361,895
Net Budget	0	0	0	0

Authorized Positions

- 2017 Authorized= 2
- 2018 Executive= 2
- Changes: Reclassifying one position and leaving the second position vacant

2018 BUDGET HIGHLIGHTS

- CDA Redevelopment is divided into three funds; the General Fund, the Village on Park Fund, and the Allied Fund
- The General Fund receives revenues from housing and redevelopment activities and is charged with most of the salary expense. In 2018, one of the two positions will be left vacant and Housing Operations will take responsibility for oversight LIHTC developments
- The Village on Park is expected to operate at a deficit due to the increase in debt needed to pay for capital repairs



REDEVELOPMENT

- Service Goal: Provide safe and sanitary dwelling accommodations for people of low income
- 2018 Planned Activities
 - Continue to own and operate more than 230 affordable apartments.
 - Plan for the redevelopment of the Triangle which encompasses approximately 300 federally assisted housing units owned by the CDA.

REDEVELOPMENT

- Service Goal: Improve the quality of neighborhoods where low income people live
- 2018 Planned Activities
 - Continue the construction of single family homes at Mosaic Ridge on Allied Drive
 - Plan and implement the replacement of four public housing units on Teresa Terrace that are functionally obsolete with eight newly constructed affordable housing units.

ECONOMIC DEVELOPMENT DIVISION

MATTHEW B. MIKOLAJEWSKI, ECONOMIC DEVELOPMENT DIVISION DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	0	0	0	0
Expense	1,042,689	1,409,480	1,301,857	1,583,075
Net Budget	1,042,689	1,409,480	1,301,857	1,583,075
Fund: Loans				
Revenue	(443,559)	(9,834)	(526,320)	(407,013)
Expense	443,559	9,834	526,320	407,013
Net Budget	0	0	0	0

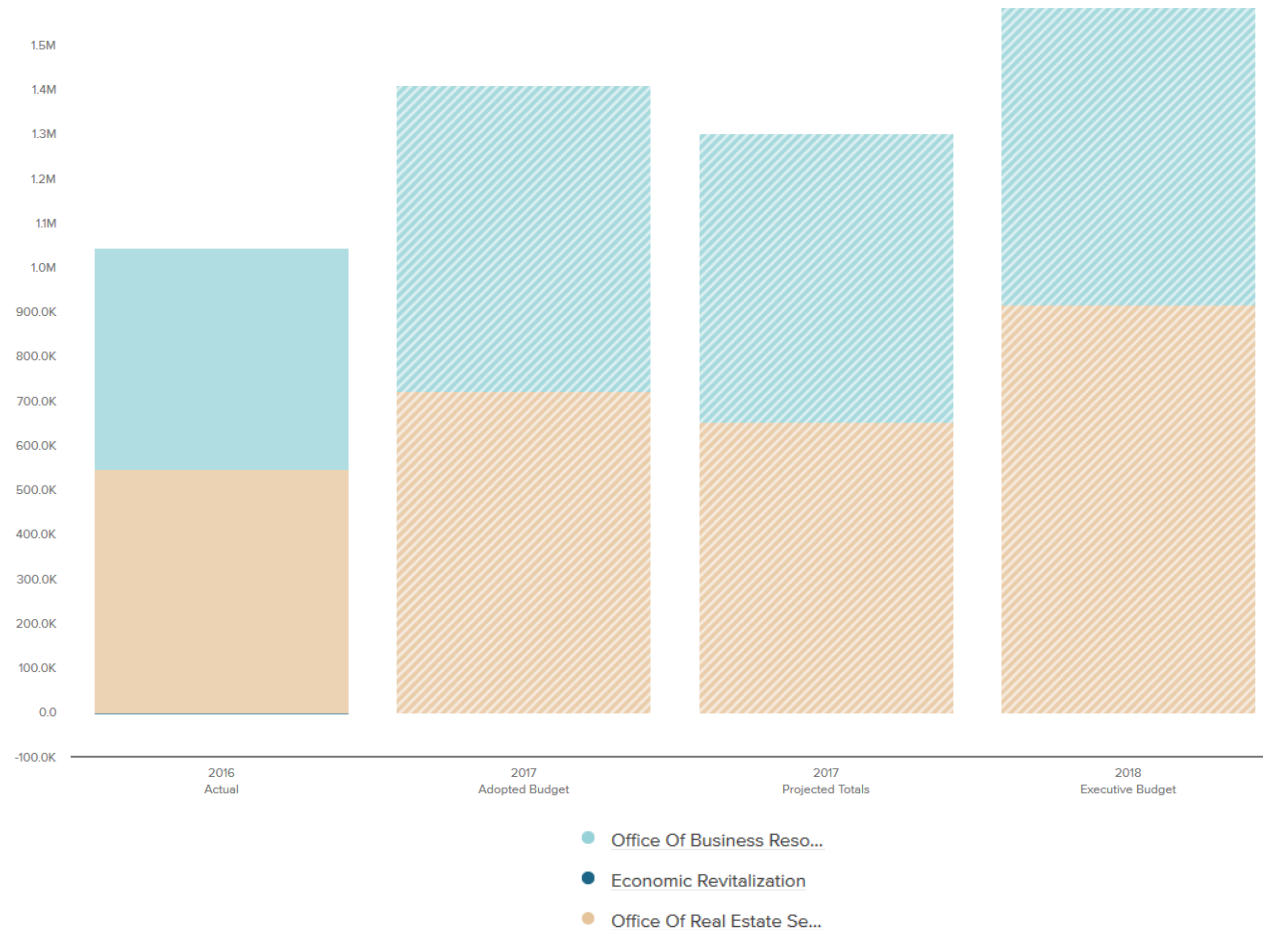
BUDGET SUMMARY: POSITION

Authorized Positions

- 2017 Authorized= 17.1
- 2018 Executive= 17.1
- Changes: None

2018 BUDGET HIGHLIGHTS

- Reduced salary savings based on prior year vacancy trends (\$159,000); fully staffed in 2018
- \$10,000 reallocated to blight studies and appraisal services
- \$5,000 reallocated to business walks
- Staffing and remaining purchased services consistent with 2017 levels
- Capital Revolving Fund (\$270,000) and Façade Grant Program (\$125,000) consistent with 2017 levels



OFFICE OF BUSINESS RESOURCES

- Service Goal: Help businesses locate, open, and expand within the City of Madison
- 2018 Planned Activities
 - Provide an initial response to all business and developer inquiries within 24-hours; with needed follow-up in a timely manner
 - Complete more proactive business retention and expansion visits in 2018 than were completed in 2017
 - Actively manage City economic development programs, to include the Healthy Retail Access Program, Cooperative Enterprise Development Fund, and Entrepreneurship & Small Business Development Resource Fund
 - Actively manage City projects, to include meeting progress goals for Madison Public Market construction, work on Priority 1 projects outlined in the *Connect Madison* economic strategy, and timely completion of the former Oscar Mayer property reuse plan
 - License and manage food carts and sidewalk cafés

OFFICE OF REAL ESTATE SERVICES

- Service Goal: Successful management of City real estate assets and projects
- 2018 Planned Activities
 - Timely and accurate management of over 400 real estate projects, including property acquisitions, easements, encroachment agreements, and leases
 - Active marketing of the sale of City-owned property within the Center for Industry & Commerce and the BioAg Gateway
 - Monitoring maintenance of City-owned real estate holdings
 - Implementation of the 2018 TIF Work Plan (to be completed later this year), to likely include underwriting TIF projects and the implementation of new TIF Districts
 - Participation in the timely completion of a reuse plan for the former Oscar Mayer property

PCED-OFFICE OF THE DIRECTOR

NATALIE ERDMAN, DIRECTOR OF THE DEPARTMENT OF PLANNING & COMMUNITY & ECONOMIC DEVELOPMENT

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

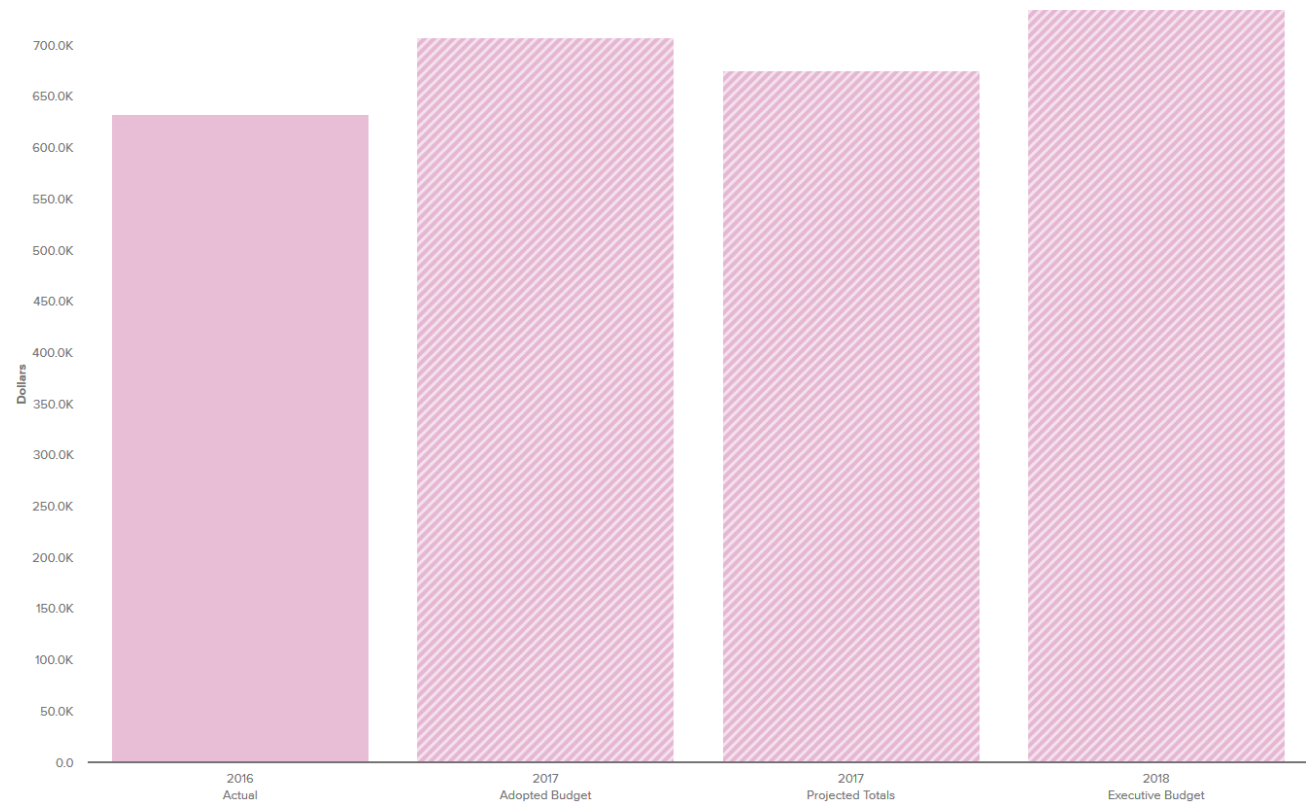
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	0	0	0	0
Expense	633,016	707,495	675,354	738,229
Net Budget	\$633,016	\$707,495	\$675,354	\$738,229

Authorized Positions

- 2017 Authorized= 7.75
- 2018 Executive= 7.75
- Changes: None

2018 BUDGET HIGHLIGHTS

- Should be fully staffed in 2018 after having two vacant position for much of 2017
- Budgeted salary savings was reduced by \$35,000 to more accurately reflect historical trends
- Operations Manager will be hired to support the Division Directors and develop and implement systems that enable better program and operational decisions



PCED OFFICE OF THE DIRECTOR

- Service Goal: Provide centralized administrative support that improves the efficiency of the department and its divisions.
- 2018 Planned Activities: Review administrative work flow for activities being supported by the Office of the Director and identify systems improvements for committee support, budgeting, and financial management.

COMMUNITY DEVELOPMENT DIVISION

JIM O'KEEFE, COMMUNITY DEVELOPMENT DIVISION DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

		2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General					
	Revenue	(130,450)	(536,673)	(126,616)	(665,393)
	Expense	10,088,468	11,724,133	10,255,037	12,245,769
Net Budget		9,958,018	11,187,460	10,128,421	11,580,376
Fund: CDD Grants					
	Revenue	(6,993,240)	(8,303,662)	(418,834)	(7,142,719)
	Expense	6,993,240	8,303,662	418,834	7,142,719
Net Budget		0	0	0	0
Fund: Loans					
	Revenue	(749,705)	(62,597)	(341,319)	(454,914)
	Expense	749,705	62,597	341,319	454,914
Net Budget		0	0	0	0

BUDGET SUMMARY: POSITION

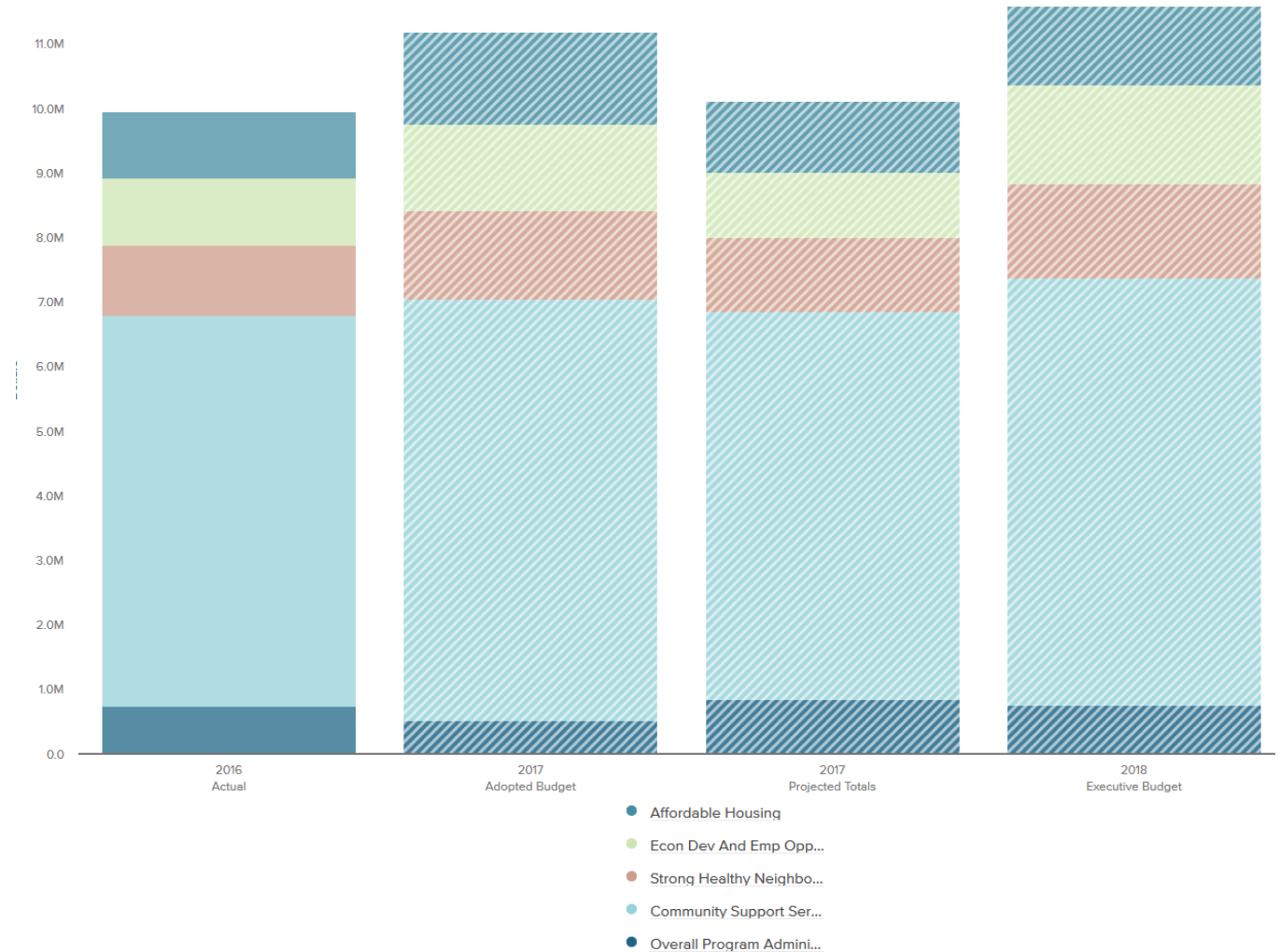
Authorized Positions

- 2017 Authorized= 40.50
- 2018 Executive= 40.50
- Changes: Reclassification of an existing Neighborhood Planning position whose work will inform decisions regarding future investments in neighborhood centers and participate in visioning and planning initiatives, including those being considered around Reindahl and Elver parks.

2018 BUDGET HIGHLIGHTS

- Reallocation of existing resources to support:
 - Housing & Homeless Services
 - Building Human Capital
 - Neighborhood-Focused Resources
 - Community Building & Engagement

- Additional resources devoted to:
 - Supporting Violence Prevention



AFFORDABLE HOUSING

- Service Goal: Provide decent, safe, sanitary, and affordable housing opportunities for low and moderate-income households in order to enhance household, neighborhood, and community stability.
- 2018 Planned Activities
 - Continue to cultivate projects that expand the supply of affordable housing.
 - Leverage these new housing units as part of broader efforts to promote permanent housing solutions in response to homelessness.
 - Prevent and reduce the length of new episodes of homelessness.
 - Partner with local agencies and organizations to help ensure the success of the Day Resource Center.

ECONOMIC DEVELOPMENT & EMPLOYMENT OPPORTUNITIES

- Service Goals:
 - Improve family stability and quality of life
 - Increase educational attainment
 - Improve economic stability and mobility
- 2018 Planned Activities
 - Increase the focus for adult and youth employment on activities that improve services to populations facing multiple barriers (e.g., improved service provider coordination, intergenerational outreach and recruitment, increased service coordination for youth and adults, development of defined service continuums, standardization of curricula, clear identification of intended outcomes)
 - Strengthen collaboration between Madison employers and agencies providing employment services to youth and adults
 - Provide financial and technical assistance to identified entrepreneurs and small businesses

STRONG HEALTHY NEIGHBORHOODS

- Service Goal: Focus on strengthening neighborhoods through strategic investments in physical assets and amenities, including neighborhood centers, community gardens, or other community facilities; as well as other planning and revitalization efforts.
- 2018 Planned Activities
 - Ramp up operational support in anticipation of a mid-year opening of the Park Edge Park Ridge neighborhood employment center
 - Participate in community conversations focused on replacing the neighborhood center serving residents in the Bridge Lakepoint Waunona area
 - Join visioning and early planning exercises focused on potential development of multi-use community facilities at Reindahl and Elver Parks
 - Fund the costs associated with a concentrated neighborhood planning process focused on the Triangle neighborhood
 - Solicit proposals under the Community Building and Engagement Program for projects or activities designed to expand resident engagement and develop neighborhood leadership capacity

COMMUNITY SUPPORT SERVICES

- Service Goals:
 - Support a continuum of services that promote youth development
 - Promote strategies for individual and household stability
 - Provide equitable access to resources
- 2018 Planned Activities
 - Coordinate a community-based response to the impacts of violence on youth and families on Madison's Northside, through the Safe and Thriving Communities Initiative, and its Southside, through the Byrne Criminal Justice Innovation project
 - Begin a five-year initiative, the Pathways to Quality Initiative, to increase by 20% the number of low-income children in high-quality early childhood programs
 - Collaborate with public and private partners to ensure the success of the Northside Early Childhood Zone which seeks to partner with families to support the healthy, age-expected development of all children through the coordination and improvement of family and child services
 - Create the framework for a peer support network designed to reduce violence and to prevent recidivism among persons returning to the community from incarceration

OVERALL PROGRAM ADMINISTRATION

- Service Goal: Be responsive to community needs by strengthening collaboration among community partners and providing effective and efficient coordination of City funding and resources.
- 2018 Planned Activities
 - Participate in collaborative initiatives designed to cultivate community engagement
 - Utilize funding opportunities as a means of encouraging collaboration, aligning efforts across program areas, and better defining priorities and performance expectations

FINANCE

DAVID SCHMIEDICKE, FINANCE DIRECTOR

FINANCE COMMITTEE 2018 BUDGET PRESENTATION



BUDGET SUMMARY

BUDGET BY FUND

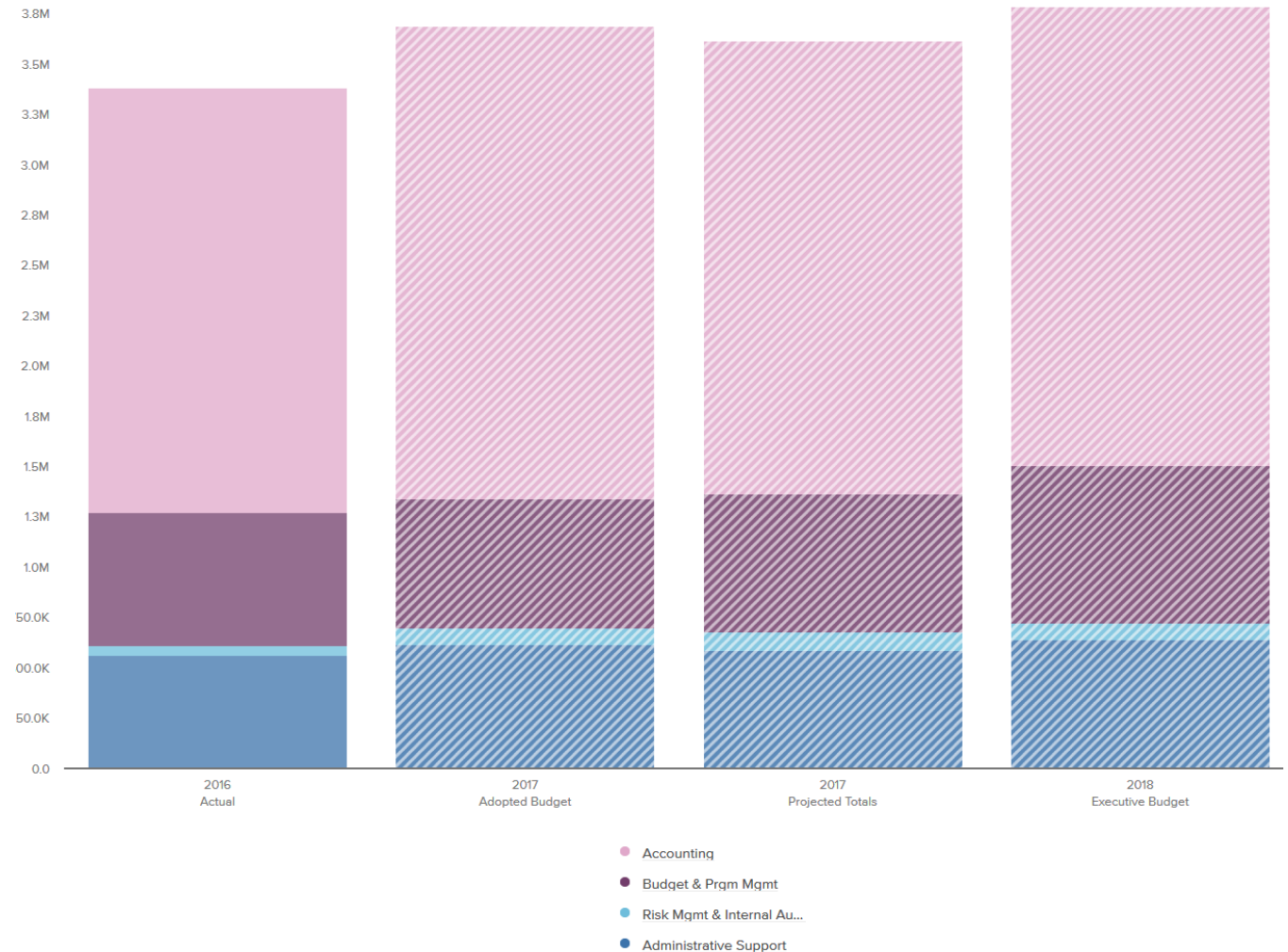
	2016 Actual	2017 Adopted	2017 Projected	2018 Executive
Fund: General				
Revenue	(15,157)	(15,000)	(15,000)	(15,000)
Expense	3,397,179	3,706,808	3,634,399	3,798,041
Net Budget	\$3,382,022	\$3,691,808	\$3,619,399	\$3,783,041

Authorized Positions

- 2017 Authorized=42
- 2018 Executive=41
- Changes: Eliminate previously double-filled position

2018 BUDGET HIGHLIGHTS

- Continuation of the following contracts:
- Continued funding data management efforts; funding in 2018 will be used for:
 1. Expanded Internship Program
 2. Data Visualization Tools
 3. Resident Survey



ACCOUNTING

- Service Goal: Provide high quality service to City Departments while ensuring financial activity is compliant with Generally Accepted Accounting Principles
- 2018 Planned Activities
 1. Continue training efforts for City staff regarding functionality of enterprise wide financial system
 2. Oversee a formal month end closing policy & process improving the quality of financial data
 3. Improve access for City staff and vendors through implementation of Vendor Self Service and enhancements to Employee Self Service
 4. Continue to support improvements to the City's enterprise wide financial system

ADMINISTRATIVE SUPPORT

- Service Goal: Provide high quality administrative support to City agencies for a variety of administrative tasks
- 2018 Planned Activities
 1. Support the 2018 election process through staff support to the Clerk's Office

BUDGET & PROGRAM EVALUATION

- Service Goal: Provide high quality analysis regarding the City's budget and operations sharing this information in a transparent and meaningful manner with internal and external stakeholders
- 2018 Planned Activities
 1. Focus on process improvement efforts improving the publication time for budget documents, Single Audit, and Finance Committee materials
 2. Develop data visualization dashboards for financial and operational information
 3. Work with City agencies to complete a Service Inventory with goal of connecting City services with the Strategic Framework
 4. Develop data action plans to begin collecting data for indicators outlined in the Strategic Framework
 5. Work with partner agencies to formalize policies surrounding the City's grant management practices

RISK MANAGEMENT

- Service Goal: Administer the City's insurance and workers comp programs along with administering the City's Safety program
- 2018 Planned Activities
 1. Identify opportunities for business process improvement to transition to a paperless model