

	<i>Briefing Date</i>	<i>Slide #</i>	<i>Operating Book Page</i>
<b>Administration</b>			
Assessor	10/10/2023	2	32
Assessor	10/10/2023	4	38
Civil Rights	10/10/2023	6	46
Clerk	10/10/2023	8	52
Employee Assistance Program	10/10/2023	9	58
Finance	10/10/2023	12	64
Human Resources	10/9/2023	14	75
Information Technology	10/10/2023	16	83
<b>General Government</b>			
Common Council	Included in Overview Presentation		91
Mayor			97
Municipal Court	10/10/2023	19	101
<b>Planning and Development</b>			
Building Inspection	10/10/2023	20	139
CDA Housing Operations	10/10/2023	23	149
CDA Redevelopment	10/10/2023	24	158
Community Development Division	10/10/2023	25	164
Economic Development Division	10/10/2023	26	175
PCED Office of the Director	10/10/2023	27	183
Planning Division	10/10/2023	28	188
<b>Public Facilities</b>			
Library	10/9/2023	31	197
Monona Terrace	10/9/2023	32	209
<b>Public Safety &amp; Health</b>			
Fire Department	10/9/2023	33	218
Office of Independent Monitor	10/9/2023	35	226
Police Department	10/9/2023	36	231
Public Health	10/9/2023	37	241
<b>Public Works</b>			
Engineering Division	10/9/2023	39	258
Fleet Service	10/9/2023	41	270
Golf	10/9/2023	44	278
Landfill	10/9/2023	45	285
Parks Division	10/9/2023	46	293
Sewer Utility	10/9/2023	49	307
Stormwater Utility	10/9/2023	51	316
Streets Division	10/9/2023	53	326
Water Utility	10/9/2023	55	339
<b>Transportation</b>			
Metro Transit	10/10/2023	57	354
Parking Division	10/10/2023	59	364
Traffic Engineering	10/10/2023	61	376
Transportation Department	10/10/2023	64	389

## ***Highlights & Major Changes:***

- Our budget is primarily cost to continue at a consistent level of service. Services include:
  - Discover Property: gathering, analyzing, and verifying all property data
  - Listing Property: establishing and maintaining property records including updating real and personal property attributes such as land divisions, ownership changes, legal descriptions, building characteristics, and creating new building records for new construction
  - Valuation: ensure that all parcels and improvements within the municipality are valued equitably and uniformly and defending those values in forums such as the Board of Assessors, Board of Review, Department of Revenue, and all levels of the court system
  - Communications and Required Reporting: communicating and educating the public on our process and requirements in a variety of mediums with accurate and accessible information; reporting to the Department of Revenue including the Municipal Assessment Report and the Statement of Assessment – calculations derived from these reports directly impact the levy and state aid payments

## ***Position Changes:***

- Our budget includes reclassifying a vacant Property Appraiser 3 (F129) position as a Data Analyst 3 (H334) to support our transition to a new state-of-the-art software system. The cost is an increase of \$2,971.
- With the advent of a new valuation (CAMA) system, the need for a specialist to build and consistently calibrate automated valuation models is paramount. An automated valuation model (AVM) is a software-based tool that's used in residential and commercial real estate to determine property value. The service uses mathematical or statistical modeling with a combination of existing data to determine the value of a particular property. This position will be responsible for processing our sales data and partnering in building our initial models. There will be more models for different property types built in future years and those established models require annual calibration to ensure that we are reflecting current market data and trends.

# OFFICE OF THE CITY ATTORNEY

## ***Highlights & Major Changes:***

- The Office of the City Attorney’s 2024 Operating Budget will maintain the same level of services from 2023. Several accounts were reduced or increased as follows:

### Reduced Accounts

51210 Hourly Wages \$4,000  
53110 Copy/Print \$2,000  
54620 Legal Services \$2,000  
54655 Print Serve \$1,344

### Increased Accounts

53130 Furniture \$1,344  
54650 Advertising \$2,000  
54688 Transcription \$6,000

- The majority of the OCA’s budget goes toward salaries and benefits. This includes 5 prosecution attorneys whose main function is to prosecute ordinance violations in Municipal and Circuit Courts as well as the Court of Appeals. Other items included in the 2024 budget go to assisting the prosecution unit such as support staff, process service fees, transcription costs as well as increased software maintenance fees. All prosecution files are now electronic as we move away from paper. The prosecutors handled over 3,000 municipal court cases in 2022 and we expect that number to increase in 2024 and beyond.
- The remaining 10 Assistant City Attorneys, Deputy City Attorney and City Attorney will continue to provide legal counsel and representation to the Mayor, Common Council and all City agencies. The OCA added an assistant city attorney position in 2023 which is jointly-funded by Metro Transit and which focuses on Metro and other transportation-related matters.
- The OCA will continue to work with the State Bar of Wisconsin Diversity Clerkship and UW Madison’s Public Interest Program to hire law students full-time for approximately 3 months in the summer. Due to past and current reductions to our hourly account, use of law clerks for the remainder of the year will be on a work for credit basis.

# OFFICE OF THE CITY ATTORNEY

## ***ISSUES FOR DISCUSSION:***

- Looking at the 2024 budget and beyond, an issue to consider is the increased workload and complexity in dealing with certain legal issues such as the increase in tax litigation cases and real estate transactions, along with supporting City staff and policymakers in developing and implementing new initiatives.
- We foresee an increase in outside counsel costs as real estate purchases, affordable housing initiatives and TIF projects become more numerous and complex.

# DEPARTMENT OF CIVIL RIGHTS: STRONG AND COMPASSIONATE LEADERS FOR JUSTICE

## Affirmative Action

- Equitable Action Plan
- Prohibited Harassment & Discrimination
- Contract Compliance & Contracting Equity
- AASPIRE Program

## Equal Opportunities

- Housing
- Employment
- Public Accommodations
- Training & Outreach
- Mediation Program

## Equity & Social Justice

- Neighborhood Resource Teams (NRT's)
- RESJI
- Language Access Program
- Disability Rights Services
- Environmental Justice

### City of Madison Department of Civil Rights "Strong and Compassionate Leaders for Justice"

- We are drivers, our compassion drives our passion.
- We remove barriers by creating inclusion and meaningful access to resources for all.
- We address discrimination by educating, investigating, and taking corrective action.
- We advance shared prosperity by leveraging resources equitably.



Department of Civil Rights  
City-County Building, Room 523  
210 Martin Luther King Jr Blvd.  
Madison, WI 53703  
Phone: (608) 266-4910  
Fax: (608) 266-6514  
dcr@cityofmadison.com  
cityofmadison.com/civil-rights

INSPIRED ACTIONS  
start here

**EXCELLENCE**  
We come together to celebrate wins and the advancement of social justice.

**INVOLVEMENT**  
With intention, proactively building trust in the community and connecting to all.

### RESULTS

Success is the satisfaction of our community and colleagues. We are accountable, and seek accountability from others.



**NOTICE**  
We listen, are empathetic, present, and transparent in our communications.

### I CAN

We are part of the solution; with optimism, we actively seek to solve complex civil rights problems and end discrimination.

### PRINCIPLES

We vigorously pursue the protection of civil rights and potential for all.

**STANDARDS**  
Our decisions are guided through planning, data, and are consistently delivered with professionalism.

# HIGHLIGHTS

## \$85,000 for Associates in Commercial Real Estate (ACRE) Program

The ACRE Program designed to expand and support diversity in commercial real estate in Madison. The 2024 DCR Operating Budget includes \$85,000 to support the current contract and other costs related to the program. These costs are supported through fund balance amounts set aside for payments DCR received from non-compliance settlements negotiated with developers and contractors.

## \$12,000 for Position Change – Paralegal Mediator

In collaboration with Human Resources, we are building on the success of our external mediation program to **provide internal mediation services to the City workforce**. This change includes moving position from CG18 Range 7, to CG18, Range 9. Funding for \$12,000 gap in compensation will come from the existing EEOC grant.



## AWARDS TO OUR COMPLAINANTS

**2017 = \$200,856, 2018 = \$219,185, 2019 = \$117,382,  
2020 = \$232,912, 2021 = \$119,107, 2022 = \$354,118**





### *Highlights:*

- Three vacancies filled later this year, including two bilingual positions
- Returning to City-County Building in 2024
- Four elections in 2024
- Shifting from the tedious, manual assembly of absentee ballot mailings to an automated process



Employee  
Assistance  
Program

# EAP 2024 OPERATING BUDGET

ARLYN GONZALEZ, MSW, LCSW, CEAP

EAP MANAGER



# 2024 OPERATING BUDGET

## **Highlights**

EAP will continue to provide the same services as we have in 2023. We have made some changes in how these services will be delivered to produce cost savings and enhance the user experience for the program.

## **Major Changes:**

### **Internally offering EMDR (Eye Movement Desensitization and Reprocessing)**

1. We currently offer this service through FEI & through an employee's insurance
2. Limitations:
  - For **Critical Incidents** that happen in the workplace
  - When clinically appropriate
  - Short-term
3. Due to capacity constraints, we will continue to rely on FEI to provide some of these services
4. Impact:
  - Savings in our budget
  - Enhance participants' experience with our program



# MAJOR CHANGES CONT.

## EAP Consulting Network

1. Network of local Mental Health Providers or Certified Critical Incident Stress Management Providers
2. Will help decrease the costs associated to FEI providing debriefing services and specialized trainings

Services	FEI	Consulting Network
Debriefings	\$ 210 p/h	\$150 p/h
Training	\$210 p/h	\$150 p/h
Admin/Coordination	\$150 p/h	Internal Staff will coordinate
Travel Reimbursement	\$45 per 30 minutes	N/A

- In average for a 90 Minute debrief for FEI it's \$585 – (\$315 + \$270 for travel) under this network it would be \$225
- We are not making any changes to our FEI contract, this network will only compliment the services and resources we have available



# FINANCE

## *Highlights & Major Changes:*

- Increases ambulance billing provider transaction payment by \$68,000 to reflect estimated ambulance revenues (provider fee for billing services is a percentage of ambulance fee revenues).
- Shifts funding for Internal Audit from Grants Fund to Cost Allocation.
- Adds \$45,000 in Treasury service for credit card purchasing fees due to higher usage volumes in several city agencies.
- Maintains current service levels – citywide accounting, enterprise financial system operations, training and maintenance, and financial statement preparation; city-wide purchasing and procurement; city-wide payroll; debt issuance and management; revenue processing and investment management; property, liability and worker’s compensation insurance management; management of city-wide risks and safety coordination; city-wide budget planning, development, analysis, and monitoring; city-wide data governance and analytics support; city-wide internal auditing, internal controls and fraud avoidance; city-wide grant management, policy, and coordination; and city-wide administrative support and document services

# FINANCE

- Finance Director plus 50 positions in 5 sections
- Accounting Services (23 positions)
  - General, Enterprise Financial System, and Debt
  - Enterprise and Procurement
  - Payroll and Benefits
- Budget and Program Evaluation (8 positions)
  - Budget
  - Data
- Internal Audit and Grants Management (4 positions)
- Risk Management (8 positions)
  - Property, Liability and Worker's Compensation Insurance
  - Safety Training and Coordination
  - Administrative Support Team
  - Document Services Team
- Treasury and Revenue Management (7 positions)
  - Revenue processing (property taxes, certain licenses and fees)
  - Investment management

## Services

Citywide accounting, enterprise financial system operations, training and maintenance, and financial statement preparation; city-wide purchasing and procurement; city-wide payroll and benefits

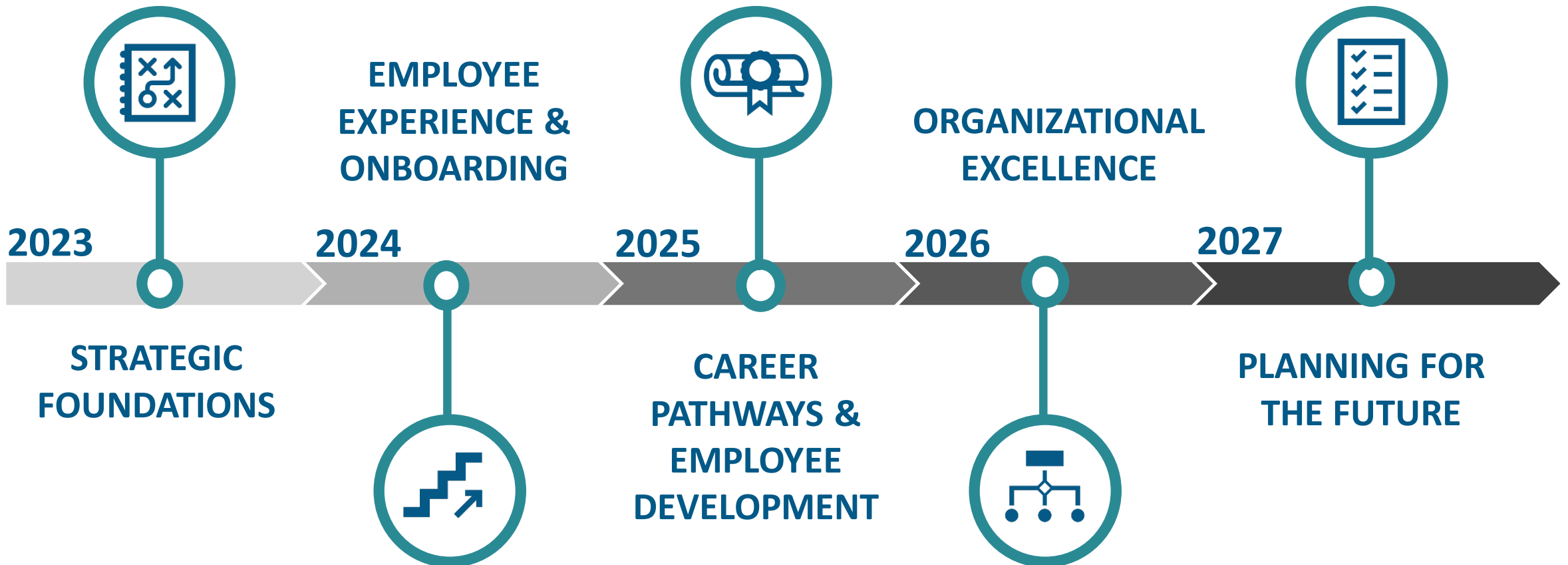
City-wide budget planning, development, analysis, and monitoring; city-wide data governance, management and analytics support

City-wide internal auditing, internal controls and fraud avoidance; city-wide grant management, policy, and coordination

City property, liability and worker's compensation insurance management; management of city-wide risks and safety coordination; and city-wide administrative support and document services

Property tax collection and settlement; dog and cat licenses, room taxes, investment of City and Madison Metropolitan School District idle cash balances.

# HR STRATEGIC PLAN



# HUMAN RESOURCES

## *Highlights & Major Changes:*

- Principal services are in three major areas including:
  - Human Resources Services (recruitment and classification)
  - Employee and Labor Relations (benefits, accommodations, labor relations), and
  - Organizational Development (organizational development, leadership development, learning and development and performance excellence)
- Human Resources largely has a cost to **continue budget**. Our 1% budget reduction will reduce Performance Excellence and Training budgets given likely inadequate salary savings to accommodate the reduction. These reductions will have an impact on Citywide courses and support available for Organizational Development activities.
- Budget includes a modifications to two positions in Organizational Development to optimally staff our learning and development work (downgrade of Learning and Development Specialist and upgrade of Organizational Development Coordinator), and taking into consideration the needs of the pending Human Resources Management System
- Budget includes an upgrade of Benefits Specialist using existing funding to allow for higher level program management and supervision of Benefits staff as well as realignment of leave responsibilities



# IT 2024 Operating Budget Requests

Sarah Edgerton, (she/her), CIO & IT Director

Amanda Lythjohan, (she/her), Finance & Project Portfolio  
Manager



# Information Technology: 2024 Highlights and Major Changes

## **Increasing hourly funding by \$23,000**

As our portfolio of services continues to increase, and as more agencies turn to technology to improve business efficiencies, we have found the benefit of employing more hourly interns to work on small focused projects or hourlies to support Media Team productions.

We will do this by reallocating:

- Reallocating \$5,000 out of the Office Supplies accounts in both Application & Development and Technical Services to more closely align with actual spending
- Reducing training funds out of Application & Development and Technical Services by reallocating \$9,000 out of both services
- Reallocating the “Other funds” account by \$9,000

# Information Technology: 2024 Supplemental Request

We are requesting a new Information Technology Project Manager (ITS2) position to support the ongoing technical needs of Parking Division & the Department of Transportation (DOT).

- Funding for the position is in the Parking Division & DOT Operating Budget's and realized in the IT FTE allocation.
- Hiring as an IT specialist 2, CG 18 Range 8, to support and facilitate the complex technology needs of Parking Division and DOT.

# MUNICIPAL COURT

## ***Highlights & Major Changes:***

- The court remains flexible in allowing court users to do business with the court without having to appear in person. This approach allows us to reduce courtroom security costs while maintaining a high level of satisfaction from court users. No major changes are planned.
- The court will maintain its current level of service with no significant changes planned for 2024.



## BUILDING INSPECTION

### ***Agency Mission:***

The mission of Building Inspection is to ensure the wellbeing of people through ensuring the safety of property. The agency seeks to maintain public trust and confidence by improving the construction and maintenance of structures and property, administering codes and ordinances, continually improving codes, procedures, and regulations, providing information to its customers, and providing high quality services.

### ***Agency Overview***

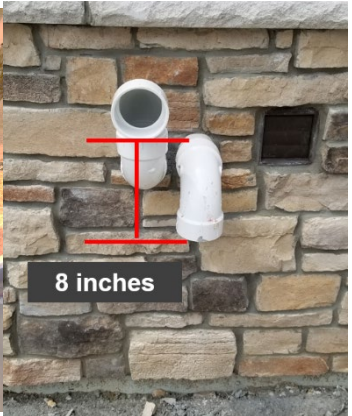
The Agency is responsible for permitting, inspection, code enforcement, and consumer protection. The goal of Building Inspection is to ensure services are efficiently delivered and accessible to our customers. Building Inspection will advance this goal by reviewing and updating Madison General Ordinances, proactively completing field observations of blighted areas, maximizing capacity by utilizing inspectors for less traditional roles, and continuing to leverage technology to deliver our services.



# BUILDING INSPECTION - SERVICES

## Service

- Consumer Protection (W&M)
- Inspection
- Health and Welfare
- Systematic Code Enforcement
- Zoning and Signs





## BUILDING INSPECTION

### ***Budget Highlight***

- Fiscal responsibility: spending for supplies, purchased services, programs
- Explore expanding on-line permitting and review
- Enhance our code enforcement utilizing field-deployed technology
- Find new avenues to educate about the availability of our services
- Explore other efficiencies to take care of the people and property of the City that are touched by our services

***All this, to provide the highest quality service for the common good of our residents and visitors.***



# CDA Housing Operations Operating Budget Highlights

## ► Budget Target

- Continued expansion of the Section 8 Housing Choice Voucher Program as funding becomes available
- Continued Public Housing Operations
- Support Triangle Redevelopment

## ► Other Highlights

- Various Movement across Majors
- Remaining Net Neutral to the General Fund
- Moving to the CDA's Redesigned Organizational Structure





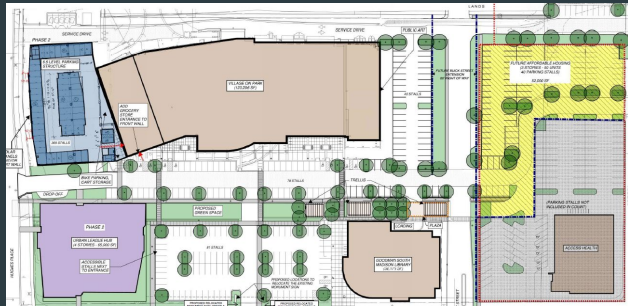
# CDA Redevelopment - Operating Budget Highlights

## ► Budget Target

- Decreases in various revenue sources is supplemented by increases from other revenue sources creating a net neutral effect to the City General Fund

## ► Other Highlights

- Progress moves forward on various major Redevelopment Projects: Village on Park, Triangle Redevelopment, South Madison Redevelopment, Monona Shores, Revival Ridge, The Reservoir, & Burr Oaks Operations





## COMMUNITY DEVELOPMENT DIVISION

### *Highlights & Major Changes:*

- Support extended to key homeless shelter operations
  - \$1.6M (reallocated ARPA) to operate temporary men's shelter through 2024
  - \$300K (City levy) first contribution toward ongoing shelter support after federal dollars spent
  - \$560K (reallocated ARPA) sustains Dairy Drive campground through summer 2024
- Funding increased for community partner contracts
  - \$150K (City levy) added to base funding in 3 program areas (early child care, school-age child and youth services, older adult services) subject to new RFP processes
  - 5% increase is first in these areas in at least 5 years
- Funds provided for homeownership activities in South Madison
  - \$100K (proceeds from land sales) supports homeownership readiness training

# ECONOMIC DEVELOPMENT DIVISION

## *Highlights:*

- No staffing or program changes.
- 2024 Operating Budget is effectively the same as 2023 Operating Budget
- Continued funding for food programming
- Continued funding for external partners: Madison Central Business Improvement District (Downtown BID) and Madison Region Economic Partnership (MadREP)

## PCED OFFICE OF THE DIRECTOR

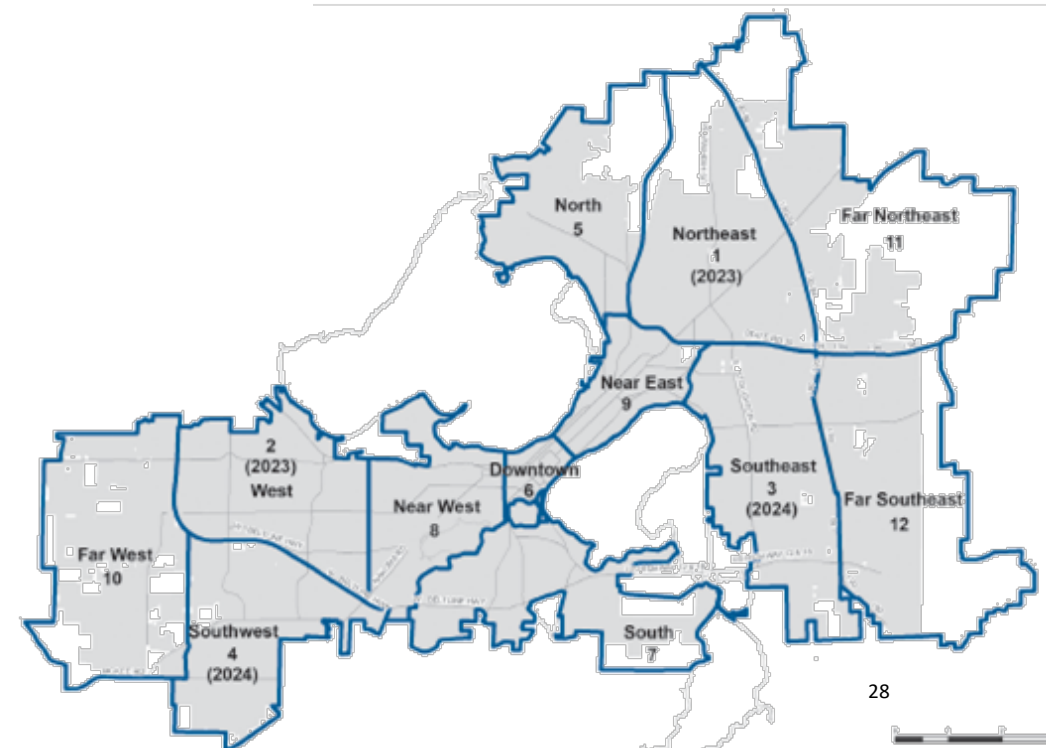
### ***Highlights & Major Changes:***

- Increase Graphics Tech position from .6 FTE to 1 FTE by reallocating existing funds
- Will allow for increased creation of public facing informational products

# PLANNING DIVISION

## *Highlights:*

- \$5.4 M total (includes \$1.4 M federal grant), maintaining current staffing levels:
- Comprehensive Planning & Development Review
  - Subarea Planning Framework
  - Data & Mapping
  - Support pace of (re)development



## PLANNING DIVISION

### *Highlights:*

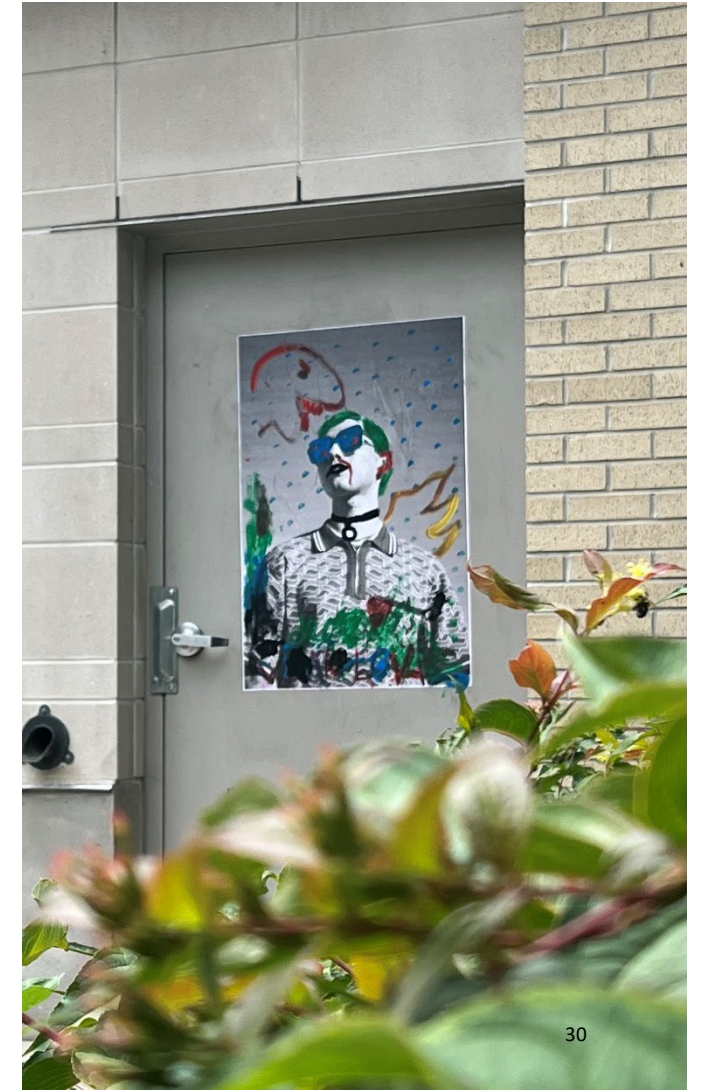
- Metropolitan Planning Organization
  - Includes up to \$30 K to leverage another \$120 K in federal funds
  - Consultant support for Regional Transportation Plan



# PLANNING DIVISION

## *Highlights:*

- Neighborhood Planning, Preservation & Design
  - \$30 K for experimental State Street pedestrian mall
  - \$103,000 for Art Grants, BLINK, & Poet Laureate
  - \$37,000 for Neighborhood Grants & Placemaking





MADISON  
PUBLIC  
LIBRARY

## Highlights

### **Our 99% Budget Efficiencies Target: \$207,897.93**

- *Admin & Marketing:* **Final year of a 3-year IMLS Federal grant to develop a prototype for qualitative reporting on library programs.**
- *Admin & Marketing:* **Establishment of a Library Safety and Patron Resource Coordinator position added in 2023 to lead our Public Safety Specialists. Net neutral offset by a decrease in Hourly Wages.**
- *Facilities:* **0.6 FTE Custodial Worker that was added in 2023. Net neutral offset by a decrease in Hourly Wages.**
- *Public Service:* **Use of \$70,000 of Library Fund Balance to maintain keeping the Monroe Street Library open five days per week, by supplementing the C2C budgeted three days per week.**
- *Collection Resources & Access, and Community Engagement:* **Remain at current level of service.**

# MONONA TERRACE COMMUNITY AND CONVENTION CENTER

## ***Highlights & Major Changes:***

- What are the highlights of your executive budget?
  - Increased building revenue from adopted 2023 budget of \$3,897,700 to 2024 Executive budget of \$4,186,125, an increase of \$288,425. This increase is made more impressive due to the fact that our building will be closed for 3 weeks in January 2024, for our 10 year renovation projects.
  - Increase in overall expenses of \$664,813. Largest increase in Salaries and Benefits (\$645,569); Purchased Services increased by \$9,970, and Purchased Supplies decreased \$12,930 from our 2023 adopted budget. Inter-Departmental expenses increased by \$22,204.

## ***Enterprise Agencies (if applicable):***

- Overall, our number of events is trending upwards, but the number of Conventions and Conferences are still less than pre-pandemic. We typically would hold close to 60 conventions and conferences prior to 2020; our anticipated number in 2024 is 47 events.

## ***Other Potential Topics:***

- Monona Terrace has our every 10 year renovation projects slated for 2024, which results in the building being closed to the public for 3 weeks in January. Highlights of projects include: new carpet in the public areas, new Rooftop lighting, window replacement, and upgrades to our Exhibition Hall lighting and Monona Terrace's wireless network.



# Fire Department Operating Budget Highlights & Major Changes



- Annualizes CARES funding included in 2023 adopted budget
  - Program service expanded from five days to seven days a week
  - Program includes six community paramedics and six contracted crisis workers
- Transfers funding that was going to PHMDC for a CARES Public Health Specialist back to MFD for a Fire & EMS Program Analyst position
  - Transfer authorized by resolution RES-23-00594 (File 79622)
  - Primary purpose of this position is to assist with data analysis, program evaluation, and strategic coordination of CARES

# Fire Department Operating Budget Highlights & Major Changes



- Funding for two recruit classes in 2024
  - Running one class in January and another June will allow the department to be fully staffed going into 2025, ultimately reducing overtime
- Creation of a civilian EMS Training Coordinator
  - Recruitment for this role has been challenging
  - This may allow the position to be filled on a longer-term basis rather than solely relying on a commissioned employee to leave the stations to coordinate EMS training services for the department
  - Creating an option for a civilian position may improve continuity of operations and reduce overtime by placing the commissioned employee back into the field

# OFFICE OF THE INDEPENDMENT MONITOR

## *Highlights & Major Changes:*

- Maintains the current level of service.
  - Maintains funding for the Police Civilian Oversight Board
  - Maintains funding for legal services to provide representation to aggrieved individuals in presenting and litigating complaints against Madison Police Department personnel with the Police and Fire Commission



# Police Department: 2024 Operating Budget

## Budget Target

- There are two main factors lowering MPD's budget by about 3%.
  - Higher Salary Savings Requirement: increased from 2% to 4%
  - 1% Reduction: totaling -\$906,907
- Multiple strategies will be needed to achieve these savings, such as: holding positions vacant, reducing Academy size, and delaying supplies/services.

## Major Changes

- One critical *cost-neutral* request = \$0 in 2024.
  - Expanding video analysis capacity by adding one Forensic Lab Technician through the reclassifying of an existing Police Report Typist (PRT) vacancy.
- \$100,000 included for a contract with a third party vendor for transports to Winnebago Mental Health Institute. MPD will adjust scheduling to certain times/months to maximize this budgeted amount.

# PUBLIC HEALTH MADISON & DANE COUNTY

## ***Highlights & Major Changes:***

2024 budget of 2024 Annual Budget: \$34,694,725

- County: \$12,624,577 (EQV: 56.56%)
- City of Madison: \$10,193,472 (EQV: 43.44%)
- Fees, Licenses, Service, Grants: \$10,618,076
- Other revenue: \$1,258,600 (Fund balance applied)

includes:

- \$3.4 M in ARPA and Immunization (Covid-19) funds that expires in December 2024
  - Violence Prevention community contracts
  - PFAS community contracts
  - CARES Evaluation
- Continues 16 grant-supported COVID response and recovery positions.
- Applies \$898,400 in unassigned fund balance to support COVID Response LTEs.

# PUBLIC HEALTH MADISON & DANE COUNTY

## *Supplemental Requests:*

1. Proposes a 20% increase in Well & Septic
  - 130 septic systems; 200 private wells, City of Madison residents contribute less than \$1,500 to total annual fees.
2. Creation of Licensed Establishment **fee-supported** 1.0 FTE EH Manager Position @\$130,200
  - This position will address span of control (staff: supervisor currently at 18:1) issues and improve program efficiency for responding to high priority complaints in licensed establishments (i.e. foodborne illness outbreaks, sewage backups, power outages) meeting our PHMDC policy and FDA standards for response time.
3. 2.0 FTE Medical Interpreters—application of \$50,000 from purchased services-medical interpreters line to offset the request
  - Use of contract interpreters/language line and in-person interpreters will be monitored as performance measures. We hope that in 2024 the contract interpreter budget line will be equal or less than what is budgeted.

# ENGINEERING DIVISION

## *Highlights & Major Changes:*

- Engineering's 2024 Operating Budget maintains the current level of service for our major areas of focus:
  - Transportation Programming and Design Services
  - Facilities Programming and Design Services
  - Facilities Operations and Maintenance
  - Environmental Services
  - Land Mapping and Management
  - Engineering Technology
  
- Engineering is utilizing increased salary savings to meet the 99% budget target through:
  - Streamlining Public Works contract administration processes and eliminating redundant efforts through the implementation of new software
  - Delaying the filling of vacant positions due to retirements or employee turnover
  - Continuing to partner with the Public Works team to coordinate and share resources

# ENGINEERING DIVISION

## *Highlights & Major Changes:*

- This budget includes the following major changes:
  - Creation of a 1.0 FTE Electrician Trainee – Provides a career path from our successful Green Power Program (LTE) to full-time City employment
    - Position will help meet the City’s renewable energy goals through PV installations, electrical upgrades necessary to support EV charging and the installation of EV charging systems
    - Skilled trades positions are difficult for the City to fill so the Engineering Division has adopted a “grow our own” strategy to both provide employees to fill our skilled trade positions but also to enable us to diversify our skilled trade workforce
    - This position provides the next step for an employee to become a licensed electrician.
  - Several position changes either to provide career advancement or more efficient management of staff, including the following:
    - Recreate an Engineer 4 as a Principal Engineer to effectively manage the Private Development group
    - Recreate an Architect 4 as a Principal Architect 1 to effectively manage the architectural function in our Facilities Management group
    - Recreate an Accountant 3 as an Accountant 4 in our Finance section
    - Accountant 2 and Architect 1 positions recreated as Accountant 3 and Architect 2 positions to provide career advancement opportunities



# Fleet Operating Budget Highlights

- Street Sweeper Maintenance
  - Bringing annual maintenance for two street sweepers in-house in 2024
  - Anticipated cost savings: \$38,300
  - Goal to increase number of street sweepers maintained in-house each year for additional savings



# Fleet Operating Budget Highlights

- Position Changes
  - 1.0 FTE Fleet Technician added
    - Addressing increased work caused by performing annual street sweeper maintenance in-house
    - Assuming mid-year hire in 2024
  - Reclassify Fleet Program Manager as Fleet Chief of Staff
  - Recreate the Public Works General Supervisor position to Fleet Acquisitions, EV Charging & Fuel Manager

# Future Street Sweeper Maintenance Savings

Budget Yr	Winter	# of Sweepers	Savings from Services (54340)				Total	Move Cost from	Add 1 Fleet	Total Savings
			Labor	Sublet	Shop Supply	Parts		Services (54340) to Supplies (53413)	Technician in 2024 - hire mid- year	
2024	2023-2024	2	\$ (31,355.04)	\$ (4,600.26)	\$ (2,359.14)	\$ (38,314.44)	\$ 23,768.96	\$ 36,174.50	\$ (2,139.94)	
2025	2024-2025	4	\$ (62,710.08)	\$ (9,200.52)	\$ (4,718.28)	\$ (76,628.88)	\$ 47,537.92	\$ 74,428.00	\$ (2,200.88)	
2026	2025-2026	7	\$ (109,742.64)	\$ (16,100.91)	\$ (8,256.99)	\$ (134,100.54)	\$ 83,191.36	\$ 76,713.00	\$ (57,387.54)	
2027	2026-2027	10	\$ (156,775.20)	\$ (23,001.30)	\$ (11,795.70)	\$ (191,572.20)	\$ 118,844.80	\$ 78,588.00	\$ (112,984.20)	

**Notes:**

*Estimates are averages of 2023 costs. Personnel costs assume single health insurance.*

*2024 will be a trial year; we will determine whether to proceed with the plan and post the position in spring 2024.*

# Golf Enterprise Operating Budget

## Highlights & Significant Changes:

- Maintains current operating model and level of service
  - Modest increase in revenue offset by related expenses to maintain and operating the program
  - Operate through 2024 as a 72-hole operation
- Personnel changes: Reclassification of Program Supervisor to Golf Program Director
  - Strategic Planning for long-term success of 54 hole operation
  - Oversight of LTE Project Team on-boarded Fall 2023 to make course improvements, funded through revenue reserves
  - Oversight of further implementation of the Recommendations from the Task Force on Municipal Golf
- Ongoing major concern with failing infrastructure regarding golf courses, buildings and equipment

# LANDFILL

## *Highlights & Major Changes:*

- Landfill's 2024 Operating Budget maintains the current level of service for maintaining and monitoring Madison's five closed landfills. The goals of this agency include:
  - Protecting public safety and the environment
  - Providing green space for recreational use
  - Providing pollinator and wild life habitat
  - Assuring compliance with Wisconsin DNR regulations
- There is no increase to the Landfill Remediation Fee included in this budget
  - The current rates along with the application of cash reserves will sufficiently cover the operating costs
- No supplemental requested were submitted

# Parks Division Operating Budget

## Highlights & Significant Changes:

- **Community Recreation Services:**
  - Right-sizing & realignment of Revenues and Expenses within Community Recreation Services
  - Reflective of changes in programs, partnerships overall costs and historic averages
    - Aquatic Programming: Lifeguard shortages resulting in reduction of beach guarding. Revenues reflecting a long term partnership with MSCR for swim lessons at pool
- **Warner Park & Community Recreation Center:**
  - Realigning Revenues with historic averages
  - Realignment of Supplies & Services to reflect changes in Youth Programming needs specific to KNOW Program
- **Olbrich Botanical Gardens:**
  - Increased Revenues & corresponding Expenses for maintenance cost in response to annual attendance increase to 340k+
  - Increased Transfer in From Restricted: \$471,000 Room Tax Contribution
  - Continued focus on implementation of Olbrich's newly adopted Strategic Plan in partnership with Olbrich Botanical Society

# Parks Division Operating Budget

## Highlights & Significant Changes:

- **Park Maintenance:**
  - Increase Licenses & Permits to align with 3 year average (Cross Country Ski Permits (\$4,500), remainder is Dog & Disc Golf restricted funds)
  - Changes to both Revenues and Supplies to reflect change in Fleet's Lease/Procurement process for leased machinery
  - Increase in Hourly Salaries to reflect transfer of duties from Community Recreation Services for beach cleaning
  - Purchased Services increased 31% to reflect higher utility costs, other modest adjustments due to inflationary costs
  - Continued focus on providing safe, well-maintained parks and amenities, expanding ecological restoration and sustainability practices
- **Park Planning & Development:**
  - Increased Purchased Services to reflect transfer of Autocad software license, previously within Engineering Budget
  - Continue to prepare capital improvement program, plan, develop and review park master plans and designs in addition to maintaining accurate records for land management

# Parks Division Operating Budget

## Position Changes:

- Community Recreation Services:
  - Shared Ranger/Parking Enforcement Officer
    - Reducing reliance on hourly positions for both agencies, improved service to park visitors and ensuring streets are plowed in a timely fashion by consistently enforcing alternate side parking
  - Reclassification of Community Services Manager from 18-12 to 18-14
    - Reclassification necessary to meet evolving duties/programs, particularly oversight of growing Parks Alive, Volunteer and recreational programs, as well as increased focus on community partnerships
- Olbrich Botanical Gardens:
  - Recertification of .6 FTE Gardener to 1.0 FTE Gardener, working title of Horticulturist
    - Meet demands of increased visitors and growth in responsibilities within the gardens and expansion to include Atwood Avenue landscaping
- Park Planning & Development:
  - Reclassification of vacant Surveyor 2 to Data Analyst 2
    - Improved services, planning and decision making through the use of data



## SEWER UTILITY

### *Highlights & Major Changes:*

- Sewer Utility's 2024 Operating Budget maintains the current level of service for our major areas of focus:
  - Inspection, planning, design, evaluation, construction and maintenance of the City's sanitary sewer collection system consisting of 813 miles of sewer main, 33 lift stations and over 22,000 sewer access structures
  - Conveyance of over 24 million gallons of wastewater each day to the Madison Metropolitan Sewerage District for treatment and eventual release back into the environment
- This budget includes the following major changes:
  - \$4.2 million increase to the purchased services budget primarily due to projected increases in treatment charges from the Madison Metropolitan Sewerage District (projected 13% increase in MMSD charges)
  - \$259,000 increase in debt service from the 2022 Sewer Revenue bonds
  - Two Public Works Foreperson 1 positions recreated as Public Works Foreperson 2 positions to provide career advancement opportunities (shared with stormwater utility)

## SEWER UTILITY

### *Sewer Utility Rate Increase:*

- A 9% rate increase is included in the Executive Budget
- Approximately \$3.08 more per month for the average residential customer
- Continued Partnership in the Madison Customer Assistance Program (MadCAP) to help reduce the burden of utility rates on residents with lower incomes

# STORMWATER UTILITY

## *Highlights & Major Changes:*

- Stormwater Utility's 2024 Operating Budget maintains the current level of service for our major areas of focus:
  - Planning, design, review, construction and maintenance of the City's storm sewer system consisting of more than 500 miles of pipe and culverts, over 26,000 inlets, 88 miles of ditches and greenways, approximately 300 ponds and more than 600 biofiltration devices and rain gardens.
  - Reducing flooding and improving the quality of local lakes and streams
  - Increasing the City's resiliency and ability to recover from more frequent and intense wet weather
- This budget includes the following major changes:
  - \$341,300 increase in debt service for 2023 borrowing as well as a \$675,000 increase in Reserves Generated to help fund capital projects
  - Two Public Works Foreperson 1 positions recreated as Public Works Foreperson 2 positions to provide career advancement opportunities (shared with sewer utility)

## STORMWATER UTILITY

### *Stormwater Utility Rate Increase:*

- A 6% rate increase is included in the Executive Budget
- Approximately \$0.70 more per month for the average residential customer
- Continued Partnership in the Madison Customer Assistance Program (MadCAP) to help reduce the burden of utility rates on residents with lower incomes

## STREETS & URBAN FORESTRY

### ***Highlights & Major Changes:***

- No major changes or service level impacts anticipated due to this budget.
- No supplemental requests were proposed.
- For RRSC customers appliance sticker fees are eliminated

### ***Special Charges (Urban Forestry, Resource Recovery):***

- Urban Forestry rate will increase by 11.5% or \$731k. This is due to Fleet charges increasing by \$407k and Personnel expenses increasing \$324k. Typical monthly residential bill will increase \$.75 cents to \$7.12
- Resource Recovery monthly rate will go up 3.6%. Net monthly increase from \$4.08 to \$4.23
  - Reduction of \$.63 due to positive recycling revenue
  - Increase of \$.41 appliance sticker elimination & \$.08 food scrap drop offs
  - Increase of \$.29 to replace eligible Gen Fund costs with RRSC revenue. Allows for continued Drop off site service level.

## STUF (CONT)

### *Other Topics:*

- Median Maintenance – Year 1 a success
  - Parks maintains planting beds
  - Streets mows, trims, prunes
  
- FTE Laborers (10) program – Year 1 a success
  - Shared positions with Parks, took on work from Engineering
  - Medians, Parks maint, tree planting and care, leaf collection, snow and ice work in Parks and Streets.
  
- Trash and Recycling routes growing pains
  - Adding 350 new serviced addresses per year since 2020-2022 on pace for greater in 2023.
    - Excludes Town of Madison. This is growth only.
  - Removed 6 trucks off routes in early 2018, those have been slowly added back and more will soon be needed

# MADISON WATER UTILITY

Total 2024 Executive Operating Budget: 58.6 M

Maintains Water Utility's current level of service.

## MAJOR ITEMS:

■ Operations & Maintenance	21.8 M
■ Debt Service	18.9
■ Transfer to the City (PILOT)	6.4
<b>Total Operating Expenditures</b>	<b>47.1</b>
■ Transfer to Constr Fund (Exp Dep)	5.0
■ Transfer to Bond Repmt Fund	5.0
■ Fund Balance Generated	1.5
<b>Total Operating Fund Uses</b>	<b>58.6 M</b>

## Operating Fund Balance Summary (in Millions \$)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Executive
<b>Opening Fund Balance</b>	<u>8.6</u>	<u>6.2</u>	<u>0.2</u>
Water Revenues	49.0	55.7	58.6
Operating Expenditures	(44.9)	(47.3)	(47.1)
Trans to Construction Fund	(1.5)	(10.2)	-
Trans to Constr-Exp Dep	-	(4.2)	(5.0)
Trans to Bond Repmt Fund	<u>(5.0)</u>	<u>(0.0)</u>	<u>(5.0)</u>
Surplus (Deficit)	<u>(2.4)</u>	<u>(6.0)</u>	<u>1.5</u>
<b>Ending Fund Balance</b>	<b>6.2</b>	<b>0.2</b>	<b>1.7</b>

# MADISON WATER UTILITY

- Other Highlights:
  - On March 1, 2023 - Madison Customer Assistance Program (**MadCAP**), a 2 year pilot program was implemented
    - Enrollment as of 9/21/23:
      - Total Enrollment: **217**
      - Homeowners/Renters: **131/86** || New Conservation Program Enrollment: **73**
  - 2024 budget includes a full year of new rates implemented on March 1, 2023
  - 2024 budget includes the last transfer of **\$5M** to fully pay off **\$20M** BAN
  - Outstanding debt reduced from **\$283M** (2018) to **\$200M** (EOY 2023) – a reduction of **\$83M**
  - New Customer Service Representative 1 (CSR 1) position in mid-2024 to assist with increased customer interface due to new billing system implemented on December 2022



# METRO TRANSIT

## *Highlights & Major Changes:*

- Metro to open the Hanson Rd Satellite Facility in 2024
  - Priority for Metro for nearly a decade
  - Existing facility is at 125% of original capacity
  - New location purchased in 2021 (former FedEx site on Hanson Rd)
  - Renovation out to bid now, planned to complete in late 2024
  - Allows continued growth to meet demand from entire region
- Partners are increasing service
  - Metro must provide staffing to support that service
  - Funding comes from partners and does not impact Madison subsidy
  - Agreements are complex and likely unsustainable
  - Need a truly regional solution

# METRO TRANSIT

## ***Financial Impacts:***

- \$2.2 million increase in outside revenues
  - Increase in revenue from partner entities outside of Madison due to service increases (\$1.9 million)
  - Increase in fare & advertising revenue (\$332,200)
- \$1.6 million increase in costs over Cost to Continue
  - 6.0 FTE to reduce overtime in the service lane, operate the Hanson Rd facility, and support electric buses (\$505,800)
  - Increases in paratransit costs due to new vendor contract and high demand (\$750,000)
  - Increases in fuel & utilities to reflect the second facility and additional miles driven (\$311,800)
  - Cost share of position in Traffic Engineering for Signal Priority system (\$50,580)

# PARKING DIVISION

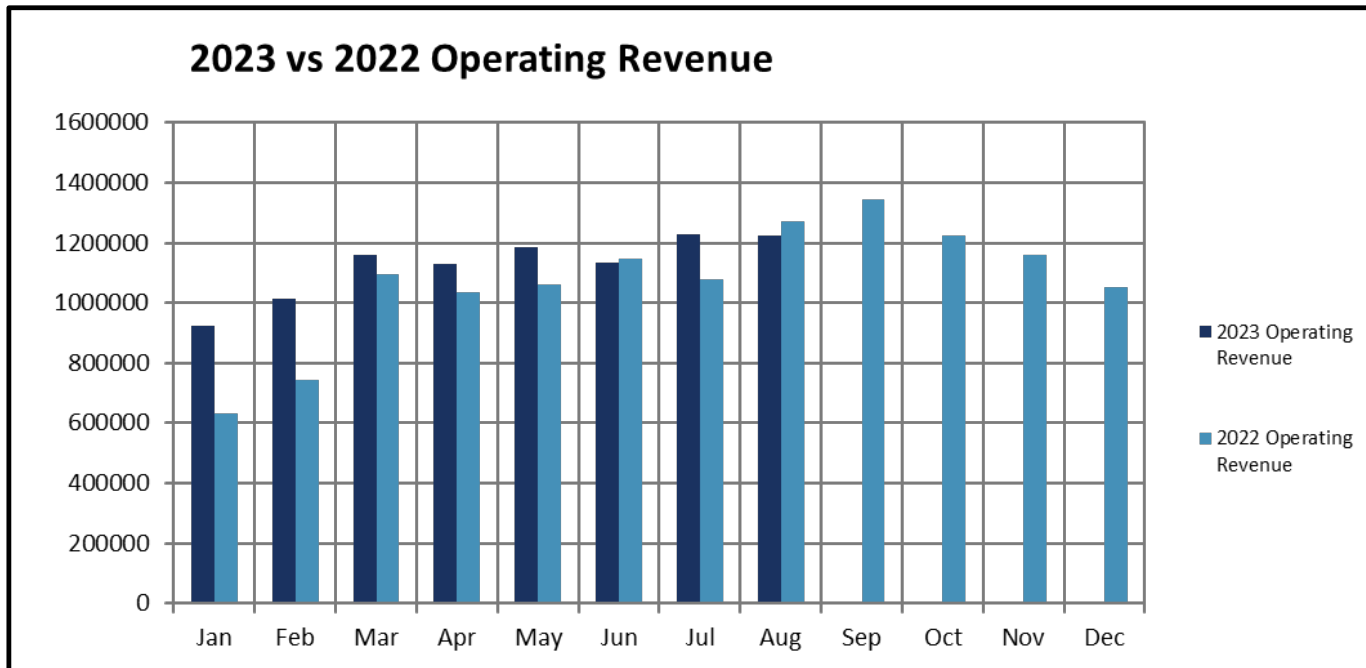
## Highlights

- **Creates one shared Parking Enforcement/Park Ranger Position.**  
*(Increase \$40,600)*
- **Transfers the Parking PIO position to Department of Transportation.**  
*(Parking Fund Reduction: \$106,400)*
- **Recreates a vacant GIS Coordinator position to one IT Specialist 2 position, shared with Transportation, Traffic Engineering, and Parking.** *(Parking Fund Reduction: \$50,000)*
- **Decreases charge revenues by \$1.6 million with the Lake Street Garage closure.**
- **Increase to the City towing fee charged to vehicle owners so it better aligns with the City's actual costs.**
- **Utilizes \$4.8 million in Parking reserves as revenues remain below pre-pandemic levels.**



# PARKING REVENUES

## ■ Year to date through August



- Through August, 2023 Revenues increased ~ \$900K from 2022
- Review of current rates and fees for both on and off street parking.
- 2024 Projected revenue loss of \$1.9 million with the closure of the Lake Street Garage and Brayton Lot

# TRAFFIC ENGINEERING

YANG TAO, PH.D., P.E., CITY TRAFFIC ENGINEER

## 1. Highlights:

- 7 major services for residents and visitors
- More proactively addressing the needs of a growing community and promoting greater public safety with a stronger focus on equity, engagement, and sustainability; and made significant progress
- Significantly increased workload due to the growth of the City, higher level of service expected and provided, and major initiatives
- Continued pressure from inflation, labor shortage and supply chain issues
- Continued impact of electricity rate hikes:
  - Distribution charge: up 16.8%
  - Wattage rate: up 6.66%
  - Our LED streetlight conversion effort is timely but not enough to offset the cost increase



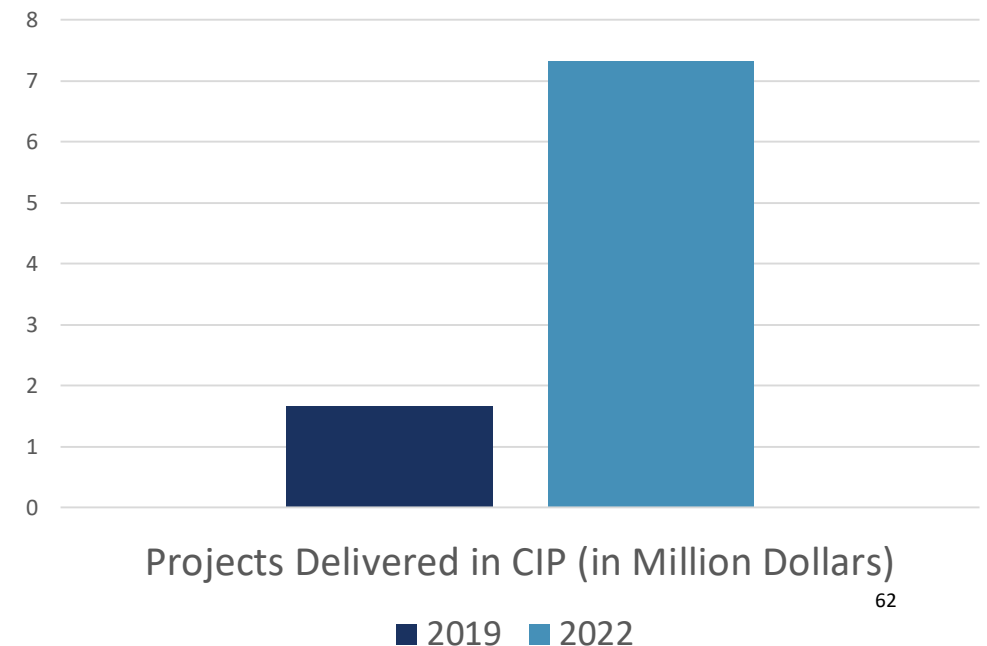
# TRAFFIC ENGINEERING

YANG TAO, PH.D., P.E., CITY TRAFFIC ENGINEER

## 2. Position Changes:

- Create a 1.0 FTE Traffic Engineer 1 position
  - Allocate half of its time and salary to Metro Transit to support implementing and maintaining a Transit Signal Priority system
  - Traffic Engineering Increase: \$50,580
  - Sustain and broaden the Transit Signal Priority (TSP) and support the city's MetroForward initiative efforts
- Moves a Public Information Officer position from the Parking Utility to the Transportation Department to serve all transportation agencies
  - Traffic Engineering Share 25% and \$21,300
  - Help each division more accurately and effectively convey information internally and externally in a proactive manner

- Recreate a vacant GIS Coordinator position in Parking to an IT Specialist 2 position within Information Technology
  - Transportation agencies will fund the position with Traffic Engineering funding 25% (\$24,000)
  - Help each division coordinate and more efficiently and adapt and implement technological changes

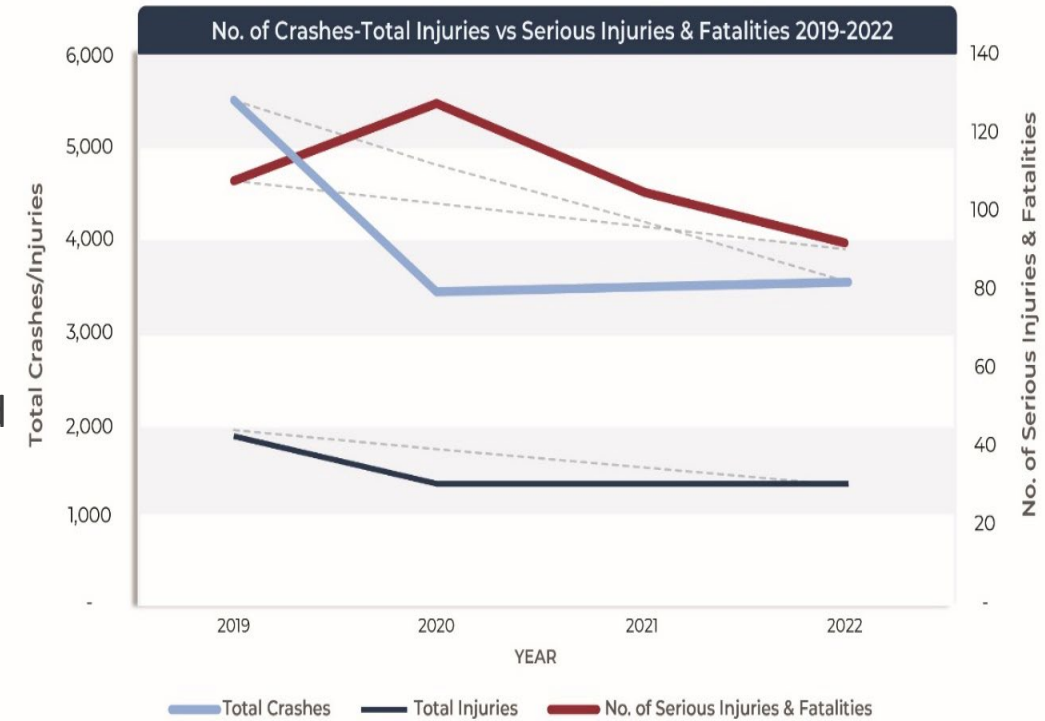


# TRAFFIC ENGINEERING

YANG TAO, PH.D., P.E., CITY TRAFFIC ENGINEER

## 3. Supplemental Request and Other Changes

- Funding for a consultant to complete a state mandated report verifying the City's traffic lights and crossing lights are properly sequenced and timed at railroad crossings. This report is an annual requirement and represents an ongoing costs (Increase: \$50,000)
- Increase streetlighting electricity costs for rate increases and recent trends. (Increase: \$177,500)
- Increase funding for contracted epoxy pavement markings based on price increases. (Increase: \$10,000)
- Increase funding associated with the City's contract for system support and maintenance of the public safety radio system. (Increase: \$100,000). This funding was a part of a 5 year contract that was not included in the cost to continue budget.
- Lower traffic signal intergovernmental revenues by \$28,000 due to staff resource limitation



# TRANSPORTATION 2024

## *Key Services*

- Manages Transportation Division – TE, Pkg, and Metro Transit
- Helps oversee key transportation initiatives, including
  - E-W BRT
  - N-S BRT
  - Amtrak
  - Complete Green Streets
  - Intercity Bus Terminal

## *Changes*

- PIO currently in Parking Division will be transferred to Transportation and serve all three divisions. 50% funded as they support capital projects
- Recreates vacant Parking GIS to IT Specialist 2 within IT. Transportation will fund 5%
- Includes \$30k for grant consultant to pursue Bi-partisan Infrastructure Law opportunities.

