



## Office of the Mayor

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**Date:** March 19, 2024  
**To:** Department and Division Heads  
**From:** Mayor Satya Rhodes-Conway  
**Subject:** 2025 Capital Budget & Capital Improvement Plan: Agency Guidance

The City's capital budget and capital improvement plan (CIP) are roadmaps for investing in Madison's long-term assets to meet resident needs for services like safe roads, clean drinking water, and green and resilient infrastructure. I am grateful for all the talented City staff who maintain our assets and design improvements to our built environment. As we begin planning for 2025, I look forward to working with all of you to move forward on the City's ambitious capital plans while maintaining our existing assets.

As you know from recent discussions and communications about the City's budget, we are facing a significant structural deficit in the City's operating budget. This deficit can be traced to actions taken by the State Legislature over the past decade to limit the growth and diversity of City revenues, combined with the economic effects of the COVID pandemic. Local governments across the state are facing similar challenges. While growth in the City's capital budget does not have a direct effect on the operating budget deficit, it does impact the overall taxes paid by property owners. Much of the costs in the capital budget are financed through general obligation borrowing that is repaid each year from the City's share of the total property tax bill. As we consider options for maintaining services to City residents, we must be mindful of balancing effective capital investments with the impact on taxpayers.

Despite the financial challenges in the operating budget, I am extremely encouraged by the work we have accomplished together. Our capital planning through 2024 has been robust. We have laid the groundwork for constructing a permanent shelter for men experiencing homelessness, increased funding for affordable housing, secured federal grants for bus rapid transit, and planned investments in PFAS mitigation and stormwater infrastructure. The financial fundamentals for the City's capital investments remain strong, as reflected in the highest possible rating on the City's general obligation debt from Moody's Investors Service (Aaa), which ensures the lowest possible interest cost.

My priorities for the 2025 capital budget are to meet critical community needs while effectively managing long-term costs to address property tax affordability concerns. We must continue the momentum on existing projects that will deliver results for our residents, including planned investments in affordable housing, economic development, and basic infrastructure. Requests for new projects or increased funding, however, will be subject to additional review to ensure our decisions advance multiple priorities and that we are using resources as efficiently as possible. In order to be funded, new requests must demonstrate how they improve the lives of residents who have been historically marginalized and address systemic disparities, reduce greenhouse gas emissions and promote climate resilience, and align with other long-range planning efforts.

With this context, I am providing the following guidance for capital requests for the 2025 Capital Budget and Capital Improvement Plan (CIP). Additional details on requirements are included in the kick-off slides.

#### *Fiscal Responsibility & Planning*

- The 2024 adopted CIP is the baseline for the 2025 budget and CIP. There are already many projects to complete in the 2024 CIP. New projects, other than in the new year of the CIP (2030), should only be proposed under the guidelines described below.
- Projects included in the 2024 CIP are not guaranteed funding in 2025 – projects and programs may be reduced or delayed as needed to meet citywide borrowing targets and priorities.
- Agencies should scrutinize projects and programs approved in the 2024 CIP to ensure the timeline and funding requests reflect current plans, are realistic, and that there is sufficient staff capacity to move them forward. Projects that will be delayed or will not happen as originally proposed should be submitted as a reduction proposal.
- Agencies can request a 5% increase to program budgets in 2030.
- Agencies can propose to shift projects between years in the capital improvement plan, as long as the total over the five years (2025 through 2029) does not increase from 2024 adopted levels.
- The 2025 executive capital budget will keep overall debt service as a share of the operating budget to a level that is below projections for the 2024 capital improvement plan.
- Agencies that simply request to implement the 2024 adopted CIP will have significantly reduced budget submission requirements.

#### *New Projects*

- Agencies may submit requests for new projects under the following circumstances: non-general obligation borrowing funding sources (e.g., state and federal grants, federal Inflation Reduction Act elective pay credits, TIF increment), known increases to project costs (e.g., recent construction bids or updated studies), and emergency needs not anticipated in 2024. New projects must be fully conceptualized with a complete budget proposal ready for submission.
- Agencies should look for every opportunity to maximize federal dollars and secure federal grants. We have an excellent track record of doing this and can support smaller agencies that need help.
- An agency may submit a request for a new project for the last year of the CIP (2030).
- If there is potential for external funding, an agency may submit the request in any year of the CIP as long as they demonstrate sufficient staff capacity to implement the project.

#### *Prioritization and Strategic Alignment*

- Agencies must prioritize their requests, even if there is no change from the 2024 CIP. The transmittal memo should include an explanation of how funding is prioritized within the agency.

#### *Horizon List*

- Agencies may submit requests in 2030 for projects currently on the Horizon List so long as they can demonstrate the 'Issues to be Addressed' have been resolved and that a complete budget proposal can be submitted.
- The Horizon List is a planning document that identifies projects that are forthcoming but have not been fully scoped. It is not intended to be a wish list for new projects. Agencies may submit requests to add projects to the Horizon List or update their current Horizon List as needed.

I encourage you to take a Team City approach, and to collaborate with other agencies whenever possible to find efficiencies and improve service to our community. All capital budget requests will be carefully reviewed by myself and my capital budget team. I am committed to continuing funding for maintenance

and core infrastructure, while also addressing key priorities that help the city address housing, climate change, economic development, and equity challenges. Requests should balance the need for maintaining city assets in good repair with the opportunities for major transformative projects. Additionally, agencies should be mindful of the borrowing targets above to ensure the long-term financial sustainability and affordability of our operating budget as we set borrowing levels in each year of the CIP.

Developing the City's 2025 capital budget and setting out a 5-year plan for investments is a significant ask. It is also an opportunity to help Madison achieve our goals and be a community where all residents can thrive.

Thank you for your commitment to serving the City and your stewardship of our resources.

Sincerely,

Mayor Satya Rhodes-Conway



# 2025 Capital Budget Kick Off

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Finance Department  
March 19, 2024 | 11:00am – 12:00pm

# Agenda

- Welcome & Mayor's Message
- Overview of 2025 Budget Timeline
- Capital Budget Borrowing Targets
- Budget Guidance
- Components of a Complete Request
- Update on Briefing Structure
- Resources

# Mayor's Message

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# Overview of 2025 Budget Timeline

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# Key Dates for 2025 Budget Development

	Capital	Operating
<b>Kick-Off Meeting</b>	Tuesday, March 19 11:00am	Monday, June 17 1:00pm
<b>Agency Requests Due</b>	Friday, April 19	Friday, July 19
<b>Agency Briefings with Mayor's Office</b>	May 8 – 17	August 12 – 14
<b>Executive Budget introduced to Common Council (CC)</b>	Tuesday, September 10	Tuesday, October 8
<b>Finance Committee (FC) Briefings</b>	September 16 – 17	October 14 – 15
<b>FC Amendment Meeting</b>	September 30	October 28
<b>CC Amendment Week</b>	October 29 – November 6	
<b>CC Budget Adoption Meetings</b>	November 12 – 14	



# Simplified Calendar View

Blue highlight = new in 2025

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Capital	<ul style="list-style-type: none"> <li>• 3/19: Capital Kick Off</li> </ul>	<ul style="list-style-type: none"> <li>• 4/19: Agency Cap Requests Due</li> </ul>	<ul style="list-style-type: none"> <li>• 5/8 - 17: Agency Briefings</li> </ul>		<ul style="list-style-type: none"> <li>• 7/8: Change requests due</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Budget</li> </ul>	<ul style="list-style-type: none"> <li>• CC Intro and FC Meetings</li> </ul>		<ul style="list-style-type: none"> <li>• Common Council Meetings</li> </ul>
Operating	<ul style="list-style-type: none"> <li>• Begin Year-End Analysis and Cost to Continue</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new payroll allocations and non-personnel allocations based on Results Madison Services</li> </ul>		<ul style="list-style-type: none"> <li>• 6/17: Operating Kick Off</li> </ul>	<ul style="list-style-type: none"> <li>• 7/19: Agency Op Requests Due</li> </ul>	<ul style="list-style-type: none"> <li>• 8/12-14: Agency Briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Develop budget</li> </ul>	<ul style="list-style-type: none"> <li>• CC Intro and FC Meetings</li> </ul>	
Projections				<ul style="list-style-type: none"> <li>• Mid Year Projections &amp; Agency Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Mid Year Resolution (Intro 7/16; adopt 8/6)</li> </ul>			<ul style="list-style-type: none"> <li>• Year End Projections &amp; Agency Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Year End Resolution (Intro 11/26, adopt 12/10)</li> </ul>

# How will the process compare to last year?

	What's staying the same	What's new/ different
<b>Calendar</b>	<ul style="list-style-type: none"><li>• <b>Deadlines:</b> key dates fall in the same week as last year</li></ul>	<ul style="list-style-type: none"><li>• <b>Change Requests:</b> New July deadline to formally submit changes to the original budget request</li></ul>
<b>Proposal Components</b>	<ul style="list-style-type: none"><li>• <b>Primary Components Components:</b> All proposals will require a transmittal memo and proposal form for each program/ project</li></ul>	<ul style="list-style-type: none"><li>• <b>“Short Form” Proposal:</b> New, simplified form for projects that are not changing from the 2024 CIP</li><li>• <b>Horizon List Request:</b> Separate request form to add new Horizon List projects or edit/ remove current projects</li></ul>
<b>Request Submittal and Briefings</b>	<ul style="list-style-type: none"><li>• <b>Submittal Process:</b> Excel proposal forms and supplemental materials saved in Common Drive folder</li></ul>	<ul style="list-style-type: none"><li>• <b>Mayoral Briefings:</b> Revised format; Q&amp;A discussion with <b>no</b> presentations or slides required</li></ul>

# Capital Budget Borrowing Targets

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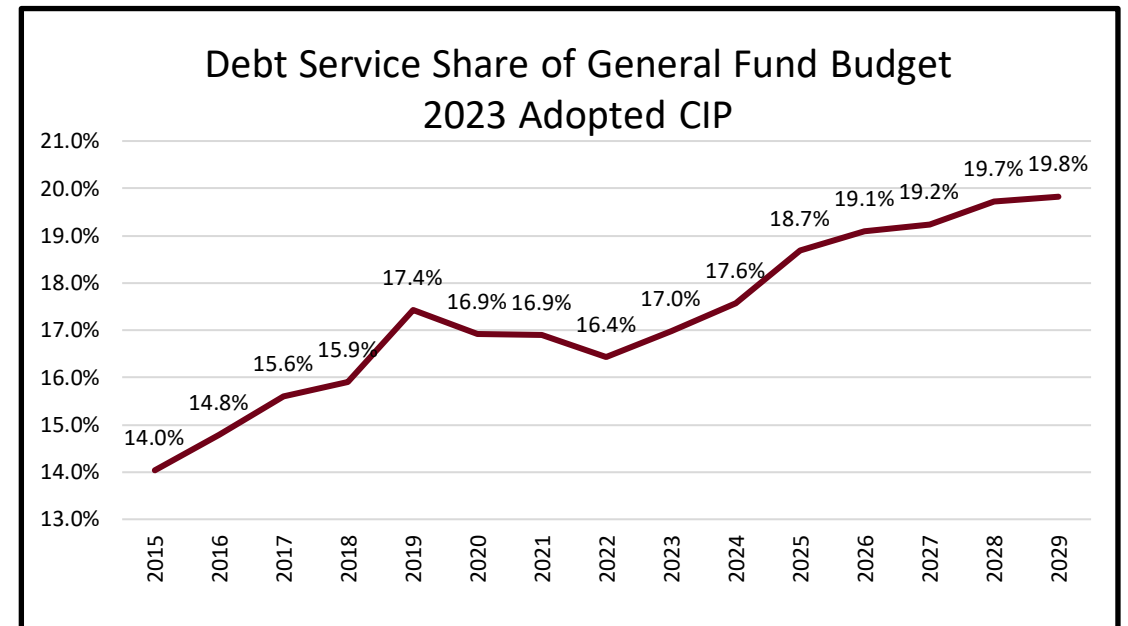
# Considerations for a Setting a Borrowing Target

## Bond Rating

- Madison's general obligation debt has the highest rating from Moody's Investors Service – Aaa. This rating ensures the lowest possible interest cost.
- Factors in the rating include overall debt burden, level of operating reserves, strength of the local economy and the city's financial management.
- The city's debt, including pension and other post-employment benefit obligations, is considered moderate/high by Moody's.

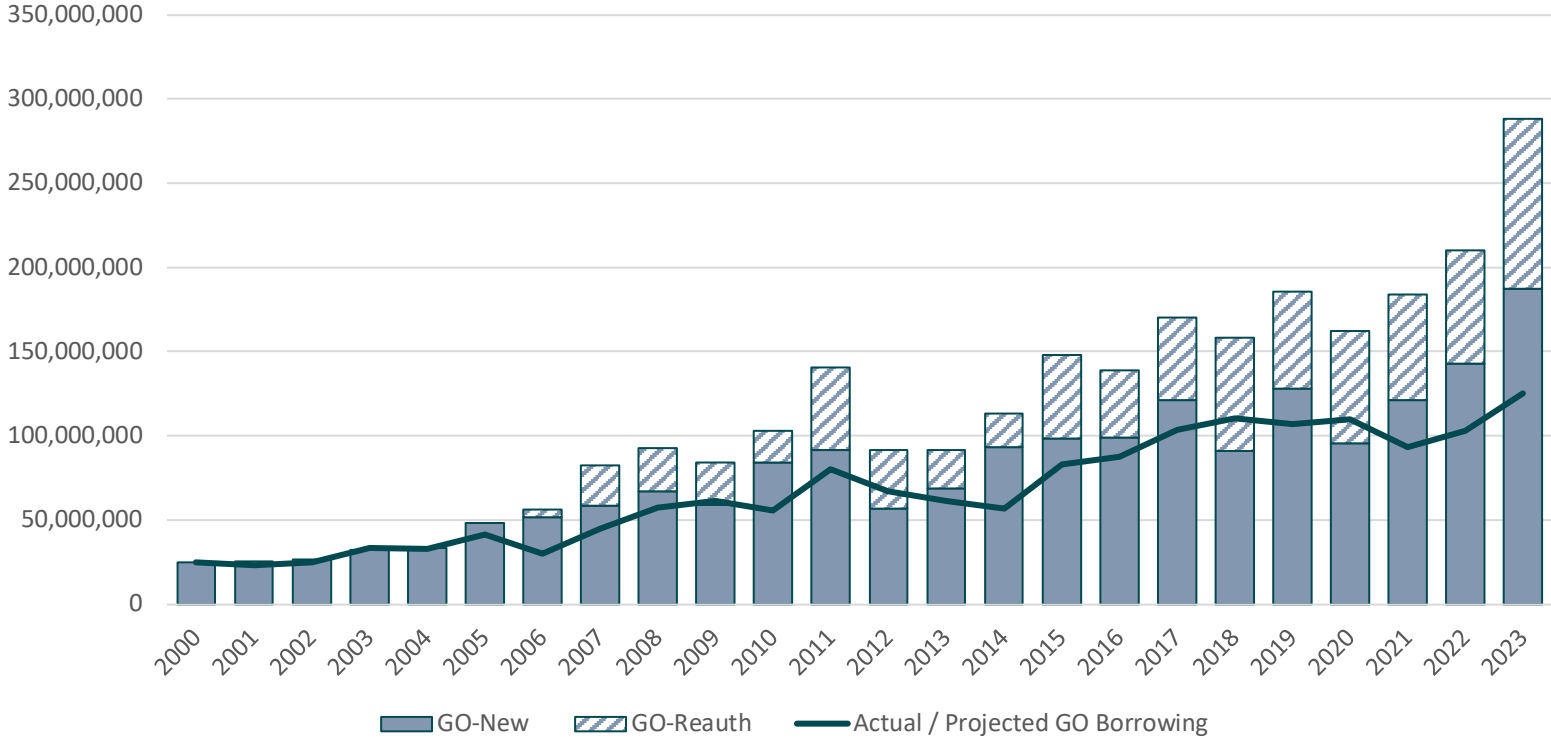
## Debt Service Share in Operating

- 2015: Debt Service = 14.0% of GF Budget
- 2022: Debt Service = 16.4% of GF Budget
- 2029: Debt Service = 19.8% of GF Budget



# Actual borrowing is significantly lower than budget authority

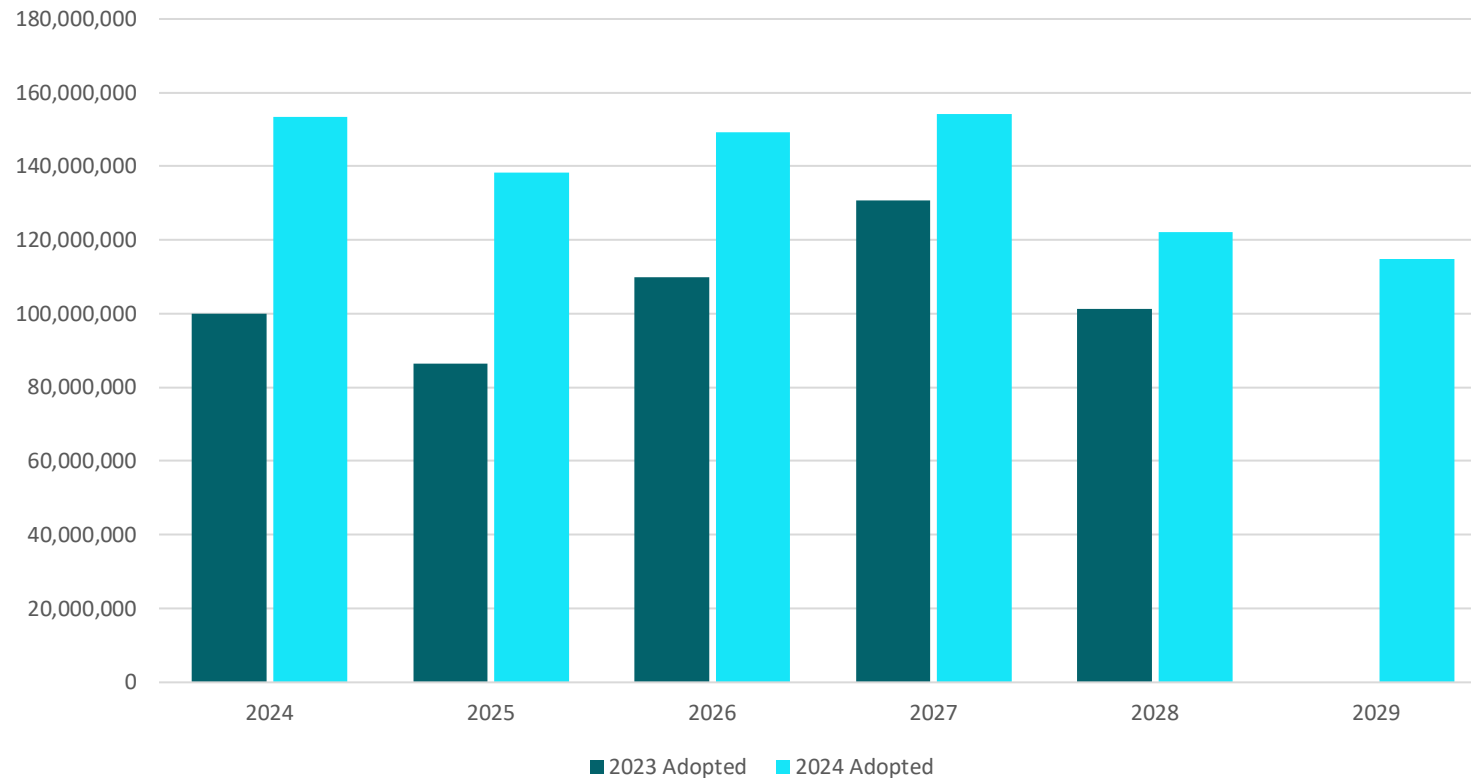
Budget Authority Compared to Actual Borrowing  
(Adopted Capital Budgets 2000 to 2023)



- Actual GO borrowing is consistently less than budget authority
- Since 2000, average borrowing = 69% of authorized budget; since 2013 = 59% of authorized budget
- Amount is determined through borrowing exercise conducted over the summer, prior to the debt sale

# 2024 CIP includes more than \$189.0m in new GO borrowing

2024 Adopted vs 2023 Adopted  
GO Borrowing Only



## New GO Borrowing by Year (change between 2023 adopted and 2024 adopted)

- 2024 = \$53.5m
- 2025 = \$51.7m
- 2026 = \$39.3m
- 2027 = \$23.6m
- 2028 = \$20.8m
- 2029 = \$114.8m

**Total new GO borrowing,  
2024 – 2028 = \$189.0m**

# Interaction Between Capital Budget Borrowing and Operating Deficit

- **Most capital projects are partially or wholly supported by general obligation debt issued by the City.**
  - GO borrowing includes general fund (GF) and non-GF sources (e.g. Stormwater, TIF).
  - There are some benefits to borrowing from non-GF sources, but this borrowing is still backed by the full faith and credit of the City. Guidance on borrowing limits applies to both GF and non-GF borrowing.
- **Reducing debt service does not address the structural deficit.**
  - Debt service is excluded from levy limit calculations, which is based on net new construction.
  - Reducing debt service will not increase the allowable levy for operations.
- **Reducing debt services does lower allowable total property tax.**
  - Debt service is added back in to levy limit based on amount borrowed in current year (ex. 2025 debt service in levy limit = 2024 borrowing = 2024 adopted capital budget).
  - Reducing debt service will lower total tax bill for residents.

# Capital Budget Guidance

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# Project vs. Program

- A **capital project** is a large-scale, time limited project with a defined start and end date.
- A **capital program** is a large-scale, continuing work plan.
- Some guidance varies between projects and programs. If you're not sure whether something is a project or program, check the "Project Type" in the adopted budget.

## Engineering - Major Streets

### Project Overview

Project	<b>Atwood Avenue</b>	Project #	<b>11127</b>
Citywide Element	<b>Land Use and Transportation</b>	Project Type	<b>Project</b>

### Project Description

This project funds the reconstruction of Atwood Avenue from Fair Oaks Avenue to Cottage Grove Road to a three-lane boulevard with multi-use paths. Median and crosswalk enhancements are proposed for safe pedestrian crossing to Olbrich Gardens and Olbrich Park. The multi-use path will be utilized for the Lake Loop route around Lake Monona. A new pedestrian and bicycle bridge over the Starkweather Creek is included in the project. The goal of the project is to improve the facilities for pedestrians, bicyclists, motor vehicles and transit. Federal funds are approved by the Metropolitan Planning Organization (MPO). Funding shown is City cost share.

### Project Budget by Funding Source

	2023	2024	2025	2026	2027	2028
GF GO Borrowing	4,530,000	-	-	-	-	-
Municipal Capital Participate	486,000	-	-	-	-	-
Reserves Applied	350,000	-	-	-	-	-
Revenue Bonds	797,000	-	-	-	-	-
Special Assessment	551,000	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,714,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Project	<b>Bridge Repair</b>	Project #	<b>10538</b>
Citywide Element	<b>Land Use and Transportation</b>	Project Type	<b>Program</b>

### Project Description

This program is for repair, replacement, and painting of bridges to maintain a safe condition. The goal of this program is to provide safe bridges measured by routine evaluation. Project funding in this program includes bridge repair and resurfacing. Funding in 2023 is for epoxy resurfacing of bridge decks.

### Project Budget by Funding Source

	2023	2024	2025	2026	2027	2028
GF GO Borrowing	170,000	170,000	177,000	186,000	195,000	205,000
<b>TOTAL</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 177,000</b>	<b>\$ 186,000</b>	<b>\$ 195,000</b>	<b>\$ 205,000</b>

# Budget Guidance:

## The 2024 adopted CIP is the baseline for the 2025 budget and CIP.

Agencies that simply request to implement the 2024 adopted CIP will have **significantly reduced** budget submission requirements.

- **“Baseline” budget request:**
  - Proposals with no change from 2024, except to add program funding in 2030
  - Proposals that shift funding across years, with no increase to total budget and no increase to total borrowing
  - Proposals that reduce the total budget
- **Requests for increases and new projects:**
  - Proposals that increase the total budget (any funding source)
  - Proposals that increase total borrowing (even if the increase is offset by decreasing other sources)
  - New projects/ programs

# Budget Guidance: Fiscal Responsibility & Planning

## **1. Agencies should scrutinize projects and programs approved in the 2024 CIP**

- Ensure the timeline and funding requests reflect current plans, are realistic, and that there is sufficient staff capacity to move them forward.
- If changes to the 2024 Adopted CIP are needed, agencies will be able to submit changes.
- Projects that will be delayed or will not happen as originally proposed should be submitted as a reduction proposal.

## **2. Projects in the 2024 CIP are not guaranteed funding in 2025.**

- Existing projects and program may be reduced or delayed as needed to meet citywide borrowing targets.

## **3. Capital programs may request up to a 5% increase in the final year of the CIP**

- Guidelines allow for a 5% increase in program budgets in the final year of the CIP (2030).
- This guidance is consistent with budget guidance from 2022 and prior, which limited inflation increases to the final year of the CIP.

# Budget Guidance: Fiscal Responsibility & Planning

## 4. Borrowing Targets

**Overall Target:** Keep projected debt service at or below current levels throughout the CIP time horizon.

**Agency Target:** The target for agency requests is the 2024 Adopted CIP. The only built-in, allowable increase is a 5% inflation increase in the final year (2030) for capital programs

- Agencies may shift borrowing across the CIP to reflect implementation plans (e.g. reducing funding in 2026 to increase funding in 2027), as long as the total over 5 years (2025-2029) is consistent with the 2024 CIP.
- If the change adds borrowing to 2025 by reducing an out-year budget, explain how you plan to manage out-year costs and keep the total program within the target.
- Agencies may submit requests for additional funding or new projects under the guidelines in the following slide.

# Budget Guidance: New Projects & Increased Funding

**Agencies may submit requests for new projects in the following circumstances:**

1. Non-general obligation borrowing funding sources (e.g., state and federal grants, federal Inflation Reduction Act elective pay credits, TIF increment)
  - Agencies should look for every opportunity to maximize federal dollars and secure federal grants.
  - If there is potential for external funding, an agency may submit the request in any year of the CIP as long as they demonstrate sufficient staff capacity to implement the project.
  - If these sources are tentative (e.g. pending a competitive grant process), the current status of funding should be described in the proposal.
2. Known increases to project costs (e.g., recent construction bids or updated studies), and emergency needs not anticipated in 2024.
3. An agency may submit a request for a new project for the last year of the CIP (2030).
4. New projects must be fully conceptualized with a complete budget proposal ready for submission.

# Budget Guidance: Prioritization & Strategic Alignment

## **1. Agencies must prioritize their project and program requests.**

- The agency transmittal memo should include a prioritized list of all 2025 proposals and explain the internal methodology for prioritization.

## **2. Additional information required for proposals requesting new projects or funding increases.**

- The “long form” proposal includes additional questions on racial equity and social justice, climate resilience and sustainability, alignment with strategic plans, detailed budget information, and operating impacts.
- Questions are similar to the 2024 request form and are intended to provide a holistic view of the request and explain how the request advances city priorities.

## **3. Agencies must include a justification for any changes to the 2024 CIP.**

- Any requests to increase funding or make significant timeline changes must be clearly explained and justified in the agency transmittal memo.

# Budget Guidance: “Short Form” vs “Long Form” Proposals

Agencies that simply request to implement the 2024 adopted CIP will have **significantly reduced** budget submission requirements.

<b>“Short Form” Proposal</b> <i>Baseline requests with no change or budget neutral changes</i>	<b>“Long Form” Proposal</b> <i>New proposals or proposals that increase the total budget/ borrowing target</i>
<ul style="list-style-type: none"><li>• Review project description, schedule, and operating impacts; update non-budgetary info if needed</li><li>• If the change adds borrowing to 2025 by reducing an out-year budget, explain how you plan to manage out-year costs and keep the total program within the target</li><li>• For programs, add funding and expense in 2030 (agencies may increase final year by 5%)</li></ul>	<ul style="list-style-type: none"><li>• Complete proposal form with justification for the requested increase/ new project</li><li>• If the change adds to total borrowing over the duration of the CIP, explain what efforts you have made to reallocate funds within your budget prior to requesting additional funding</li><li>• If increase is related to external funding opportunities (e.g. grants), describe likelihood and status of funding</li></ul>

# Budget Guidance: Horizon List

1. Agencies may submit requests in 2030 for projects currently on the Horizon List so long as they can demonstrate the 'Issues to be Addressed' have been resolved and that a complete budget proposal can be submitted.
2. Agencies may submit requests to add projects to the Horizon List if a project is forthcoming but is not fully scoped.
  - **Types of Allowable Projects:** Projects that meet a clear community purpose but are not yet conceptualized to the level needed to be included in an agency request. Typically includes projects that are identified through other planning processes.
  - **The Horizon List is Not a Wishlist:** Agencies should **not** be using the Horizon List to add projects they would normally submit through a regular request, if not for the guidance limiting new requests.
3. **New:** There is a new Word Doc Template that must be submitted to add a Horizon List project or change the existing Horizon List.



# Components of a Budget Request

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# Proposal Components

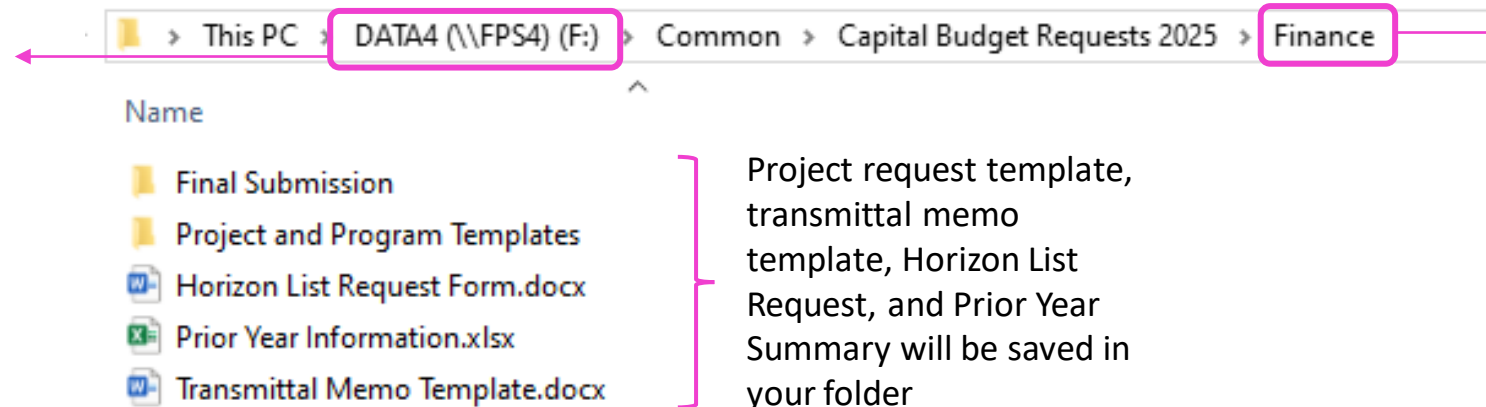
	1. Transmittal Memo	2. Project/ Program Proposal	3. Horizon List Requests	4. Agency Briefings
Description & Purpose	<ul style="list-style-type: none"> <li>Memo drafted from Agency Head to Finance Director</li> <li>Outlines major changes and priorities of request</li> </ul>	<ul style="list-style-type: none"> <li>Request funding for capital projects and programs</li> <li>Provide details on budget, project timeline, and description</li> </ul>	<ul style="list-style-type: none"> <li>Inform Mayor and Finance of new Horizon List (HL) requests and proposed changes to existing HL items</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Mayor and Management Review Team</li> </ul>
How to Submit	<ul style="list-style-type: none"> <li>Common Drive: Upload to Agency Folder in Common Drive</li> </ul>	<ul style="list-style-type: none"> <li>Common Drive: Submit 1 Proposal per project/ program</li> </ul>	<ul style="list-style-type: none"> <li>Common Drive: Submit 1 Horizon List form</li> </ul>	<ul style="list-style-type: none"> <li>No slides or formal presentation</li> <li>Attend scheduled briefing</li> </ul>
Format	<ul style="list-style-type: none"> <li>Template provided by Finance</li> <li>Final version on agency letterhead in memo format</li> </ul>	<ul style="list-style-type: none"> <li>Excel Form</li> <li>“Short Form” if no/ minimal change from 2024 CIP</li> <li>“Long Form” if additional funding/ new project requested</li> </ul>	<ul style="list-style-type: none"> <li>Word document outlining all proposed changes to existing HL items and new HL requests</li> </ul>	<ul style="list-style-type: none"> <li>Open Q&amp;A between Mayor’s Office and review team to discuss projects</li> </ul>

# Where to find budget materials

- All budget materials on Common Drive (not SharePoint)
- “Capital Budget Requests 2025” Folder
- F:\Common\Capital Budget Requests 2025

File path will depend on which server you have access to (fps1, fps2, fps4)

Regardless of server, you will be able to navigate to “Capital Budget Requests 2025” folder by going to Common Drive



Navigate to your agency’s folder. Be careful to only edit your agency files.

# Transmittal Memo Outline

	1. Transmittal Memo
Description & Purpose	<ul style="list-style-type: none"> <li>Memo drafted from Agency Head to Finance Director</li> <li>Outlines major changes and priorities of request</li> </ul>
How to Submit	<ul style="list-style-type: none"> <li>Common Drive: Upload to Agency Folder in Common Drive</li> </ul>
Format	<ul style="list-style-type: none"> <li>Template provided by Finance</li> <li>Final version on agency letterhead in memo format</li> </ul>

## Outline of Transmittal Memo

- Equity in the Budget
  - Explanation of how your request considers equity and aligns with workplans
- Summary of Changes from 2024 CIP
  - Not required if submitting a request consistent with the 2024 CIP
  - Description of budget neutral changes or reductions
  - Description of requests/ requests for increased funding and justification for timing if proposed prior to 2030
- Prioritized List of Capital Requests
  - Prioritized list of all proposals and methodology for prioritization
- Impact of New Budget Guidelines
  - Optional section to describe impact of budget guidance
- Enterprise Agencies:
  - Use of Enterprise Funds to support debt service and impact on user rates

# Transmittal Memo Prompts

SUBJECT: [Agency Name] Capital Budget Transmittal Memo

## *Equity Considerations in the Budget*

- Provide an overview of how you are considering equity within your budget as a whole. This is for you to consider how your Department's equity work is explained in your overall strategic plan and division work plans.

## *Summary of Changes from 2024 Capital Improvement Plan*

- **No Change:** If you are not proposing changes from the 2024 CIP, please keep this header and write "No changes from the 2024 Capital Improvement Plan."
- **Budget Neutral Changes or Reductions:** If you are proposing budget neutral changes (e.g. shifting funding across years or across projects), provide a brief summary of changes. If the change adds borrowing to 2025 by reducing an out-year budget, explain how you plan to manage out-year costs and keep the total program within the overall program budget.
- **Increases or New Projects:** If you are proposing to increase a project/ program budget or add a new project, describe the proposal and timing for implementation. Explain what efforts you have made to reallocate funds within your existing budget prior to requesting additional funding. Include a justification for why additional funding is needed and how this meets the requirements for new projects (e.g. leveraging federal funds, meeting an emergency need).

## *Prioritized List of Capital Requests*

- Provide a prioritized list of all 2025 proposals. The prioritized list should indicate the project/ program name, Munis number, and priority ranking. Define the criteria that was used to prioritize this list, such as how it advances your agency's goals, addresses community needs, advances citywide priorities, and project readiness.

## *Impact of New Budget Guidelines*

- If you scaled down your capital request to meet the budget guidance that limited new funding requests, you may use this section to explain the impact on your agency's operations.
- This section is optional. If you chose not to complete this section, delete the header or write in "Not applicable."

## *Enterprise Agencies Only*

- Discuss the ability of the Enterprise fund to support debt service for the proposed capital projects.
- How will your capital proposal impact user rates in 2025? If you are anticipating a rate increase, what is your preliminary estimate for household impact?

# Project/ Program Request Form

	2. Project/ Program Proposal
Description & Purpose	<ul style="list-style-type: none"> <li>Request funding for capital projects and programs</li> <li>Provide details on budget, project timeline, and description</li> </ul>
How to Submit	<ul style="list-style-type: none"> <li>Common Drive: Submit 1 Proposal per project/ program</li> </ul>
Format	<ul style="list-style-type: none"> <li>Excel Form</li> <li>“Short Form” if no/ minimal change from 2024 CIP</li> <li>“Long Form” if additional funding/ new project requested</li> </ul>

## Submit one (1) Excel form per proposal

- F:\Common\Capital Budget Requests 2025
- 15 min video training on available on [Mediasite](#)
- “Short Form” – significantly simplified form if request is consistent with 2024 CIP
- “Long Form” – similar to last year’s form; full proposal for any **new** requests or requests to increase funding

<p><input checked="" type="checkbox"/> <b>DO</b></p> <ul style="list-style-type: none"> <li>Test the files <b>early</b> in the process to make sure you have access to files</li> <li>Ask for help; email Ryan Pennington to troubleshoot issues</li> <li>Save a local copy of request forms and upload final drafts to Common Drive</li> </ul>	<p><input checked="" type="checkbox"/> <b>DON'T</b></p> <ul style="list-style-type: none"> <li>Do not wait until the last week to start your requests</li> <li>Do not rename folders</li> <li>Do not go into other agency folders</li> </ul>
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# Short Form Preview

- Finance has pre-populated a short form for all projects/ programs that have funding in 2024 – 2029 included in the 2029 CIP
- Use this form for the following types of proposals:
  - **No budget change** except to add 2030 funding to a **program budget**
  - **Budget neutral changes** that shift funding across years but do not increase the total budget and do not change funding sources
  - **Budget reductions** for programs that will be scaled back or delayed
  - **Non-budget changes**, such as updates to project descriptions and schedule of minor projects

# Long Form Preview

- One template for any proposal that create a new project/ program or increases funding for an existing project/ program
- Similar to last year's form – includes questions on alignment with citywide strategic plans, racial equity and social justice, climate resilience and sustainability, detailed budget proposal, schedule, and operating impacts
- Conditional formatting built into form depending on whether it's a new or existing proposal, and whether it's a project or program
- Agencies create a copy of the template for each proposal they want to submit



# Horizon List Requests

	3. Horizon List Requests
Description & Purpose	<ul style="list-style-type: none"> <li>Inform Mayor and Finance of new Horizon List (HL) requests and proposed changes to existing HL items</li> </ul>
How to Submit	<ul style="list-style-type: none"> <li>Common Drive: Submit 1 Horizon List form</li> </ul>
Format	<ul style="list-style-type: none"> <li>Word document outlining all proposed changes to existing HL items and new HL requests</li> </ul>

## Submit Word Doc Form to make Horizon List Changes or Add New Items

- Submit all changes to current Horizon List or requests to add new projects to the Horizon List by the proposal deadline
- Purpose is to identify projects that meet a clear community purpose but are not yet conceptualized to the level needed to be included in an agency request.
- Typically encompasses projects that are identified through other planning processes (for example, a Parks Master Plan or neighborhood plan) but are not yet ready for a full budget proposal due to outstanding issues.
- NOT a 'wish list' for projects you would have submitted if not for the limitations on new projects
- Required information includes: Project Description; Estimated Budget (if known); Estimated Operating Impacts (if known); Issues to be Addressed (e.g. additional studies, scoping, sequencing with other projects)

# Agency Briefings

4. Agency Briefings	
Description & Purpose	<ul style="list-style-type: none"> <li>Meeting with Mayor and Management Review Team</li> </ul>
How to Submit	<ul style="list-style-type: none"> <li>No slides or formal presentation</li> <li>Attend scheduled briefing</li> </ul>
Format	<ul style="list-style-type: none"> <li>Open Q&amp;A between Mayor's Office and review team to discuss projects</li> </ul>

## Briefings to be scheduled 5/8 – 5/17

- New structure – NO PRESENTATIONS
- Briefings will be an open-ended Q&A format with the Mayor and review team
- Be prepared to answer questions about any component of your request
- Assume that the review team has read your proposal
- If there are no questions for your agency, you may leave the briefing early

Date	Time	Agencies
5/8/2024	9am-11am	<ul style="list-style-type: none"> <li>Admin (Finance, IT, Mayor, Zoo)</li> <li>PCED (CDA Redevelopment, CDD, EDD, Planning)</li> <li>Public Facilities (Library, Monona Terrace)</li> <li>Public Safety (Police, Fire)</li> </ul>
5/16/2024	10am-12pm	<ul style="list-style-type: none"> <li>Engineering (including Sewer &amp; Storm)</li> <li>Public Works (Fleet, Parks, Streets)</li> <li>Water</li> </ul>
5/17/2024	10am-11am	<ul style="list-style-type: none"> <li>Transportation (Metro, Parking, TE, DOT)</li> <li>Overflow as needed</li> </ul>

# Management Review Team

- Management Review Team is a cross-disciplinary staff team that will evaluate proposals and make recommendations to the Mayor. Nine members include:
  - Dept. of Civil Rights: Kristy Kumar
  - Engineering: Jim Wolfe
  - Eng. – Facilities: Bryan Cooper
  - Finance: Dave Schmiedicke
  - IT: Sarah Edgerton
  - PCED: Matt Wachter
  - Streets/ PW Lead: Charlie Romines
  - Sustainability: Jessica Price
  - Transportation: Tom Lynch
- Review Team may ask agencies for additional information or brief meetings with agencies to follow up on specific projects
- Review Team members and Deputy Mayors will participate in briefings and decision meetings
- Review Team will meet outside of briefings to develop recommendations to present to Mayor's office

# Resources

## Budget Team:

- Analyst assignments on [Employeeenet](#)
- [Mediasite Channel](#) for Budget Training (City Staff Only; will be updated throughout year)
- [Completing the Request Form](#) training (14 min)
- Technical issues with the budget form: email [rpennington@cityofmadison.com](mailto:rpennington@cityofmadison.com)

## Subject Matter Experts:

- **Dept. of Civil Rights/ Racial Equity and Social Justice:** Kristy Kumar ([kkumar@cityofmadison.com](mailto:kkumar@cityofmadison.com))
- **Facilities:** Bryan Cooper ([bcooper@cityofmadison.com](mailto:bcooper@cityofmadison.com))
- **Information Technology** (IT project requests, surveillance tech): Sarah Edgerton ([sedgerton@cityofmadison.com](mailto:sedgerton@cityofmadison.com)) and Amanda Lythjohan ([alythjohan@cityofmadison.com](mailto:alythjohan@cityofmadison.com))
- **Sustainability & Resilience:** Jessica Price ([jprice2@cityofmadison.com](mailto:jprice2@cityofmadison.com))