

# Metro Transit

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2017 OPERATING BUDGET

CHUCK KAMP, TRANSIT GENERAL MANAGER

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

It is the mission of Metro Transit, through the efforts of dedicated, well-trained employees to provide safe, reliable, convenient and efficient public transportation to the citizens and visitors of the Metro service area.

## SERVICES

1. Fixed Route
2. Paratransit

# Budget Summary

## Budget by Service

	2017 Executive
Fixed Route	\$8,636,098
Paratransit	\$3,147,241
<b>TOTAL</b>	<b>\$11,783,339</b>

## Authorized Positions

- Total Authorized Count: 475.60
- Changes from 2016: No Change in the number of positions.

# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>12,380,384</b>
<b>Adjustments with No Service Impact</b>	
Increase in passenger revenue due to fare increase adopted in August 2016	(530,000)
Increase in advertising revenue for anticipated bus wrap contracts	(315,000)
Decrease in anticipated farebox revenue	128,000
Increase in Miscellaneous Revenue	5,789
Adjustment to reflect Transit Coach Driver position turnover rate	(1,000,000)
2017 Pay Increase (Civilian)	117,752
2017 Pay Increase (Teamster)	336,959
Net increase to salaries for leave payout adjustments	285,116
Increase in Retirement Costs based on 2017 WRS rates	73,425
Adjustment to Health Insurance based on 2017 rates	(360,274)
Increase to Wage Insurance and FICA	42,553
Adjustment for fuel savings with 2017 contracted diesel price	(498,000)
Adjustment to machinery and equipment reflecting fewer planned purchases in 2017	(170,000)
Increase in cost of bus parts due to environmental standards requirements	250,000
Change in allocation of Worker's Compensation & Insurance costs	144,824
Increase in general liability insurance costs	330,400
Increase in costs for advertising services	250,000
Increase in facility rental and improvements	115,000
Increase in training and armored car services	8,400
Change in allocation of Fleet charges	6,907
Decrease in utilities costs	(52,520)
Decrease in Inter Departmental Billings	(12,877)
Increase in Debt Service	246,501
<b>2017 Executive Budget</b>	<b>11,783,339</b>

# 2017 Budget Highlights

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- Continue to lease 2422 and Middleton facilities
- Diesel locked in at \$2.36/ gallon for a savings of (\$498,000)
- Increase in cost of bus parts due to environmental standards \$250,000
- Fewer machinery and equipment purchases in 2017 (\$170,000)
- Decreasing salaries to reflect the actual turnover rate of Drivers (1,000,000)
- Increasing passenger revenue to reflect the bus fare increase adopted in August 2016 (\$530,000)
- Increasing advertising revenues net of costs due to growth in demand (\$65,000)

# Agency Goals

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## **Goal: Continue to improve the customer experience**

- Continue to look at ways to improve on-time performance through analysis of bus stops, schedules and route configurations along with other service criteria
- Transit Master Upgrade to continue the service of identifying bus locations and estimated arrival times via smart phone
- Smart Card Use to assess feasibility on fareboxes

## **Goal: Increase ridership capacity and service**

- Apply for BRT and Nakoosa satellite facility grant to alleviate overcrowding and expand service
- Meet Racial and Social Justice Initiative by reducing travel times and giving low income individuals better access to the transit system for employment
- Continue looking for weekend service improvements

# Police Department

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2017 OPERATING BUDGET

MICHAEL C KOVAL, CHIEF OF POLICE

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

To provide high-quality police services that are accessible to all members of the community. The Department believes in the dignity of all people and respects individual and constitutional rights in fulfilling this mission. In order to achieve this mission, the Department has adopted the values of Police as Guardians which includes the following components: Human Dignity, Service, Community Partnership, Integrity, Proficiency & Continuous Improvement, Diversity & Leadership.

## SERVICES

1. Field: Patrol, Detectives, Investigative Services, CPT's, ERO's, NPO's, MHO's, Task Force, Safety Ed, Gang Unit, CIS, Forensics, CIU, Traffic, Training, Canine Unit, Mounted Unit, Community Outreach, Parking, Crossing Guards
2. Support: Records, Court Services, Property, Finance, Technology



# Budget Summary

## Budget by Service

	2017 Executive
Field	\$61,799,078
Support	\$8,081,109
<b>TOTAL</b>	<b>\$69,880,187</b>

## Authorized Positions

- Total Authorized Count: 576.5
- Changes from 2016:
  - 0.5 time hourly moved to .7 time permanent

# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>67,512,205</b>
<b>Adjustments with Service Impact</b>	
Elimination of the contract with MMSD for the Educational Resource Officers	360,000
Increase in Contributions and Donations	(134,500)
Increase for a vehicle and trailer for the Mounted Unit based on anticipated donations	74,000
Increase in Training based on anticipated donations	19,000
<b>Adjustments with No Service Impact</b>	
Decrease in Revenue	10,132
Increase in Salaries	19,908
Increase in Fringe	74,633
Decrease in Supplies	(40,046)
Increase in Purchased Services	4,150
2017 Pay Increase	909,384
Increase in Retirement Costs based on 2017 WRS rates	725,776
Adjustment to Health Insurance based on 2017 rates	(367,485)
Change in allocation of Worker's Compensation & Insurance costs	161,548
Change in allocation of Fleet charges	(153,787)
Increase in funding for leave payouts and Premium Pay	1,068,423
Decrease in Hourly Wages	(19,190)
Decrease in Prior Service WRS	(528,370)
Increase in uniform clothing supplies to reflect actual trends	116,065
Increase in Towing contract	44,000
Increase in Software Maintenance/Cell Phones due to the new Parking Enforcement system	25,000
Decrease in ID Billings to Parks	10,000
Increase in City match for grants	7,359
Decrease in ID Charges from TE due to new equipment under warranty	(18,018)
<b>2017 Executive Budget</b>	<b>69,880,187</b>

# 2017 Budget Highlights

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No funding for any increase in commissioned positions:

- No funding for 7 positions for Midtown (Captain, Community Policing Team Sergeant and 3 Officers, Mental Health Officer, Neighborhood Resource Officer)
- No funding for 3 supervisory positions – Mental Health Sgt, Detective Sgt, Patrol Sgt

Removed revenue from MMSD for four Educational Resource Officers and reassigned to patrol.

- After Executive Budget was issued, the School Board and City Council adopted resolutions to renew the contract.

Provides funding (\$497,350) for a 2017 Recruit class

Continue to work with partnerships such as Capital K-9's and Madison Mounted to obtain contributions for the purchase of new vehicles and equipment. In addition, it is anticipated that the new Madison Police Foundation will obtain contributions to assist in community outreach efforts.

# Agency Goals

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## **Goal 1**

- Complete Midtown District Station
- 2017 Planned Initiatives: Construct Midtown Station and hire 7 new commissioned positions

## **Goal 2**

- Address Staffing Deficits
- 2017 Planned Initiatives: Implement year one of a five year staffing plan

## **Goal 3**

- Address Increasing Violence
- 2017 Planned Initiatives: Complete the assessment of investigative services and develop a plan to more efficiently and effectively address increased citywide violence.

## **Goal 4**

- Expand Community Outreach
- Create and expand programs to divert youth from the criminal justice system

# Building Inspection

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2017 OPERATING BUDGET  
GEORGE HANK, DIRECTOR  
BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

- Enforce all codes on an equal basis.
- Educate first, Enforce when necessary
- Find ways to help our customers complete their work in accordance with applicable codes

## SERVICES

1. Permits and Inspection
2. Zoning and Sign Enforcement
3. Systematic Enforcement (Minimum Housing)
4. Health and Welfare (Property Maintenance)
5. Consumer Protection

# Budget Summary

## Budget by Service

	2017 Executive
Permits and Inspection	\$1,826,828
Zoning and Sign Enforcement	\$691,084
Systematic Enforcement (Minimum Housing)	\$1,050,269
Health and Welfare (Property Maintenance)	\$494,733
Consumer Protection	\$278,441
<b>TOTAL \$4,444,155</b>	<b>\$4,341,355</b>

## Authorized Positions

- Total Authorized Count: 45
- Changes from 2016 - None

# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>4,441,412</b>
<b>Adjustments with No Service Impact</b>	
Decrease in Salaries	(45,975)
Decrease in Fringe	(1,639)
Increase in Supplies	200
Decrease in Inter Departmental Billings	(200)
Contractual Salary Increase	88,303
Increase in Retirement Costs based on 2017 WRS rates	2,783
Adjustment to Health Insurance based on 2017 rates	(50,300)
Change in allocation of Worker's Compensation & Insurance costs	2,884
Change in allocation of Fleet charges	792
Adjustment to Salary budget to reflect true FTE count	(96,905)
<b>2017 Executive Budget</b>	<b>4,341,355</b>



# 2017 Budget Highlights

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The Executive Budget adjusts the authorized FTE count to reflect previously authorized levels.

# Agency Goals

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## **Goal 1** Bilingual Inspector Program

- Provide bilingual inspection services and support for other divisions in the agency
- Expand Latino outreach

## **Goal 2** Study Electronic Building Plan Review

- Study how other agencies are using electronic plan review especially ones using Accela
- Determine if electronic plan review will increase efficiency and productivity

# Agency Goals

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## **Goal 3** Automate the writing of Official Notices

- Current process has inspectors drafting notices at their work stations the day after the inspection. Word processing then provides a finished product for the inspector review.
- Automate Notice writing process so notices are produced in the field during the inspection process.

# CDA Housing Operations

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2017 OPERATING BUDGET

TOM CONRAD, INTERIM PROGRAM MANAGER

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

Promote adequate & affordable housing, economic opportunity, and a suitable living environment free from discrimination

## SERVICES

1. Housing Vouchers
2. Public Housing

# Budget Summary

## Budget by Service

Request	2017 Executive
Housing Vouchers	55,873
Public Housing	120,638
<b>TOTAL (GF Budget)</b>	<b>\$176,511</b>

- 2017 Executive Budget assumes \$21.5 million in federal funding and tenant rent to support operations at 3 sites that encompass over 40 locations

## Authorized Positions

- Total Authorized Count: 40.95
- Changes from 2016
  - Creating 0.6 Information Clerk
  - Create 3 Custodial Workers; paid in part with savings from reduced contracting; offset by eliminating 3 long-standing vacancies

# 2017 Budget Highlights

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## Budget Alignment

- 2017 Executive Budget aligns purchased service & supply budgets with actual spending patterns

## Capital Funding

- 2017 Executive Budget includes \$1.68 million for capital improvements at public housing sites; CDA has historically received these funds but they have not been presented as part of the budget
- Funds utilized for building modernization and misc improvements

## Positions

- Creation of 0.6 Information Clerk to assist with waiting list maintenance
- Creation of 3 Custodial Workers to assist with common area cleaning & unit turnover; offset by eliminating 3 long-standing vacancies; paid in part with savings from reduced contracting

# Agency Goals

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## **Goal 1: Modernize CDA-owned Public Housing Inventory**

- HUD funding allows for capital investment to update public housing units

## **Goal 2: Provide Healthy Living Environment for Residents**

- 2017 Planned Initiatives: Implement HUD smoke free policy in CDA-operated housing

## **Goal 3: Connect Youth with Employment Opportunities**

- 2017 Planned Initiatives: Connecting youth aging out of foster care system currently utilizing vouchers to identify suitable employment opportunities

## **Goal 4: Support City Homeless Initiatives with Housing Choice Vouchers**

- 2017 Planned Initiatives: Utilize project-based voucher program for Permanent Supportive Housing options as they come online
- Focus will be on chronically homeless families



# CDA—Redevelopment

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2017 OPERATING BUDGET

NATALIE ERDMAN DIRECTOR, CDA

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

The mission of the Community Development Authority is to carry out various housing and redevelopment initiatives of the City within the powers and duties provided for under State Statute and as contemplated in the Contract between the City and the CDA.

## SERVICES

1. Increase the amount and quality of affordable housing within the City
2. Revitalize Neighborhoods
3. Redevelop Public Housing
4. Complete the Biennial Housing Study

# Budget Summary

## Budget by Service

Request	2017 Executive
Revenue	(1,980,998)
Expenditures	1,980,998
<b>TOTAL</b>	-

## Authorized Positions

- Total Authorized Count: 2.0
- Changes from 2016: None

# 2017 Budget Highlights

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CDA Redevelopment operations are divided into three funds; the General Fund, the Village on Park Fund, and the Allied Fund.

The General Fund represents a continuation of business with no significant changes in projected revenues or expenses

The Village on Park Fund includes revenues and expenses associated with the operation of the Village on Park. In 2017, an increase in borrowing to fund replacement of roofs will create a need to apply approximately \$400,000 in fund balances to cover operating costs.

The Allied Fund reflects revenues from the sale of land and interest from loans to Revival Ridge and the expenses of relating to the maintenance of undeveloped land and the sale of homes at Revival Ridge. The Allied Fund should show a slightly positive balance in 2017.

# Agency Goals

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## **Goal 1**

- Increase the amount and quality of affordable housing in the City
- Plan for the redevelopment of the Triangle neighborhood including the redevelopment of aging public housing
- Continue to support the City's initiative to develop permanent supportive housing and assist in the creation of affordable housing

## **Goal 2**

- Improve the quality of neighborhoods where low income people live
- Continue single family home development on Allied Drive

# Planning Division

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2017 OPERATING BUDGET

HEATHER STOUDE, DIRECTOR

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

- Develop and recommend land use and transportation policies to efficiently accommodate projected growth and to improve the quality of the downtown and existing neighborhoods
- Manage peripheral growth, and plan for complete and well-connected new neighborhoods.
- Compile, analyze, and communicate data relating to demographic change, investment, mobility, and growth, and implement adopted policy through the maintenance of regulations and the review of development proposals.

## SERVICES

1. Comprehensive Planning & Development Review
2. Neighborhood Planning, Preservation, and Design
3. Metropolitan Planning Organization

# Budget Summary

## Budget by Service

Request	2017 Executive
Comprehensive Planning & Development Review	1,676,026
Neighborhood Planning, Preservation & Design	1,246,469
Metropolitan Planning Organization	141,941
<b>TOTAL</b>	<b>\$3,064,436</b>

## Authorized Positions

- Total Authorized Count: 35.5
- Changes from 2016
  - No change from 2016; position count increase reflects technical adjustment to correct error in 2016 Adopted Budget



# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>2,730,295</b>
<b>Adjustments with No Service Impact</b>	
Increase in Salaries	12,853
Decrease in Fringe	(20,050)
Increase in Supplies	14,280
Decrease in Purchased Services	(26,281)
Contractual Salary Increase	74,954
Increase in Retirement Costs based on 2017 WRS rates	20,527
Adjustment to Health Insurance based on 2017 rates	11,640
Change in allocation of Worker's Compensation & Insurance costs	(1,135)
Movement of MPO budget to Grant Fund	55,412
Local match for MPO	141,941
Downtown Programming funding for BID	50,000
<b>2017 Executive Budget</b>	<b>3,064,436</b>

# 2017 Budget Highlights

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Transfer funding for Downtown Programming from Economic Development to Planning (\$50,000)

Transfer MPO budget from General Fund to Grant Fund

Updated salary allocations to reflect historical and anticipated work within TIF Districts

# Agency Goals

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## **Goal 1: Citywide plans will provide a clear framework for decisions, regulation and investment**

- With significant engagement from residents and other agencies, the Planning Division will synthesize, focus, and prioritize recommendations to guide action and investment in infrastructure and preservation efforts in order to efficiently and equitably guide growth and change.
- 2017 Planned Initiatives:
  - Comprehensive Plan Update
  - Madison in Motion
  - Historic Preservation Plan
  - Data Improvement Initiatives
  - Regional Transportation Planning and Programming (MPO)

# Agency Goals

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## **Goal 2: Study and plan for the future of focused subareas**

- Work with residents and property owners to create a predictable framework for change and improvement in specific areas of the city with significant opportunities for improvement, development and redevelopment
- 2017 Planned Initiatives:
  - Triangle Neighborhood Redevelopment Plan (CDBG)
  - Cottage Grove Road Activity Nodes Plan
  - South Park Street / Badger Road Special Area Plan
  - Design Framework for West Mifflin Street
  - Updates to High-Point Raymond, Pioneer, and Elderberry Neighborhood Development Plans
  - Oscar Mayer Special Area Plan (not budgeted)

# Agency Goals

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## **Goal 3: Implement adopted plans to improve Madison for all residents, employees and visitors**

- Work as a liaison with other agencies, the private sector, and Madison residents to implement recommendations in adopted citywide and subarea plans
- 2017 Planned Initiatives:
  - Development Review
  - Zoning Text Changes
  - Small Starts Application / BRT project development
  - Percentage for the Arts
  - State Street and Capitol Square
  - Establish Langdon Street Local Historic District
  - Explore land use/zoning implications for Town of Madison Annexation (may require reprioritization)

# Economic Development Division

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2017 OPERATING BUDGET  
MATTHEW B. MIKOLAJEWSKI, DIRECTOR  
BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

To promote the economic growth and competitiveness of the City to maintain and enhance the City's fiscal sustainability, job base, and business environment; to foster prosperity and ensure it is broadly shared.

## SERVICES

- Office of Real Estate Services
- Office of Business Resources
  
- Work of both offices include:
  - Real estate transactions and maintenance
  - Financial assistance (TIF, Façade Grants, etc.)
  - Business resources and assistance
  - Economic development project management
  - Street vending and sidewalk café management

# Budget Summary

## Budget by Service

Request	2017 Executive
Office of Business Resources	687,533
Office of Real Estate Services	714,705
<b>TOTAL</b>	<b>1,402,238</b>

## Authorized Positions

- Total Authorized Count: 17 FTEs
- Changes from 2016: An additional Real Estate Agent position was created in 2016. This new position is included in the 17 noted above.



# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>1,462,477</b>
<b>Adjustments with Service Impact</b>	
Annualization of Real Estate position created midyear in 2016	69,099
<b>Adjustments with No Service Impact</b>	
Decrease in Revenue	-
Decrease in Salaries	(15,678)
Decrease in Fringe	(43,228)
Decrease in Purchased Services	(42,910)
Increase in Inter Departmental Billings	5,000
Contractual Salary Increase	30,351
Increase in Retirement Costs based on 2017 WRS rates	(24,262)
Adjustment to Health Insurance based on 2017 rates	6,361
Change in allocation of Worker's Compensation & Insurance costs	610
Eliminate one-time cost for double filled position in 2016	(8,082)
Technical Adjustment for Banner Rental revenue	12,500
Transfer funding for Downtown Programming to Planning	(50,000)
<b>2017 Executive Budget</b>	<b>1,402,238</b>

# 2017 Budget Highlights

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- Downtown program funding (\$50,000) was transferred from Economic Development Division to Planning Division, as Planning Division manages the programming.
- Continuation of Capital Revolving Loan Fund (\$250,000) and Façade Grant Program (\$125,000) at 2016 funding levels.
- Additional Real Estate Agent position created in 2016, and included in the 2017 budget. All other staffing maintained at 2016 levels.
- Funding for Supplies and Purchased Services maintained at 2016 levels.

# Agency Goals

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## Goal 1

- Description: **Successful management of City real estate assets**
- 2017 Planned Initiatives:
  - Timely and accurate completion of over 400 real estate projects
  - Sale of City owned property within the Center for Industry & Commerce, Southeast Madison Business Park (aka BioAg Gateway), and Interstate Commerce Park
  - Maintenance of City real estate holdings

# Agency Goals

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## Goal 2

- Description: **Growth of jobs and tax base within the City**
- 2017 Planned Initiatives:
  - Implementation of the 2017 TIF Work Plan
  - Shifting Capital Revolving Loan Fund from CDA to EDD; and, possible changes to the program
  - Identifying a path toward the reuse of the Oscar Mayer property
  - Providing an initial response to all business and developer inquiries within 24-hours; with needed follow-up in a timely manner
  - Completing proactive business retention and expansion visits
  - Management of new business development programs, such as the Cooperative Enterprise Development Fund and State Street Retail Grant Program
  - Management of business development projects, such as the Madison Public Market
  - Transitioning the Street Vending and Sidewalk Café programs to a new Street Vending Coordinator
  - Implementation of *Connect Madison* economic development strategy

# Community Development

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2017 OPERATING BUDGET

JIM O'KEEFE, DIRECTOR

BOARD OF ESTIMATES BUDGET PRESENTATION



# Agency Mission & Services

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## MISSION

Collaborate with community partners and residents in efforts to strengthen neighborhoods, remove barriers to opportunity and support resident and community well-being

## SERVICES

Affordable Housing

Community Support Services

Econ Dev and Employment Opportunities

Overall Program Administration

Strong and Healthy Neighborhoods

# Budget Summary

## Budget by Service

Request	2017 Executive
Affordable Housing	1,342,727
Community Support Services	6,304,795
Econ Dev & Employment Opportunities	1,259,489
Overall Program Administration	383,642
Strong Healthy Neighborhoods	1,368,706
<b>TOTAL</b>	<b>\$10,659,359</b>

## Authorized Positions

- Total Authorized Count: 38.5 Authorized FTEs
- Changes from 2016
  - *No Changes from 2016 Adopted*

# Change Table: 2016 to 2017

<b>2016 Adopted</b>	<b>10,517,441</b>
<b>Adjustments with Service Impact</b>	
Funding for 15-Point Focused Interruption Plan	400,000
Increased revenue from BID to support Downtown Street Team	(70,000)
Increased increased funding to support Downtown Street Team	70,000
<b>Adjustments with No Service Impact</b>	
Increase in Revenue	(192,323)
Increase in Fringe	46,402
Increase in Supplies	12,500
Increase in Purchased Service	32,108
Decrease in Debt & Other Financing	(2,039)
2017 Pay Increase	55,923
Increase in Retirement Costs based on 2017 WRS rates	2,171
Adjustment to Health Insurance based on 2017 rates	(28,353)
Change in allocation of Worker's Compensation & Insurance costs	25,845
Increase for holding costs associated with city-owned Neighborhood Centers	15,000
Elimination of one-time funding for technical assistance job training program	(150,000)
Elimination of transfer to to fund technical assistance job training program in 2016	150,000
Reduction in revenue transfered from Municipal Court	20,407
Allocation of staff time to various grant sources	(230,023)
Increase in salary savings to anticipate 2017 turnover	(15,700)
<b>2017 Executive Budget</b>	<b>10,659,359</b>



# 2017 Budget Highlights

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## Homeless Street Teams

- \$100K from base budget to continue support for city-wide street outreach teams – funded from ambulance fees
- Additional \$70k from BID for team(s) focused exclusively in the downtown business district

## Northside Early Childhood Zone

- Support partnership with Rennebohm Foundation, United Way, & Dane County for development of new early childhood zone centered on the Blackhawk Middle School attendance area on the City's northside
- Deploy up to \$100K of existing funds for tuition assistance & capacity building in the zone

## Racial Disparities/Violence Prevention

- Provide \$400K (\$200K of new funds & \$200K from reallocated sources) to support initiatives, such as those identified in the Focused Interruption Coalition's 15-Point Plan to address racial disparities, prevent violence and reduce recidivism
- Common Council members will help determine how funds are allocated among proposed interventions based on their conformance with best practices and commitment to measure performance outcomes

## Continuation of Community Service Contracts

- Renew purchase of service contracts, at current funding levels, that were established through previous Committee-led processes
- Changes to 2016 contracts, if any, must get Council approval

# Agency Goals

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## **Goal 1 – Continue and strengthen efforts to end and prevent homelessness**

- Initiative: Sustain AHF initiative, including PSH – construct PSH Phase II; plan Phase III
- Initiative: Leverage relationships with County, United Way and service agencies to maximize impact of Resource Center
- Initiative: Expand efforts to strengthen prevention/diversion strategies

## **Goal 2 - Explore the potential of Community Schools to serve families in Madison**

- Initiative: Work with MMSD to help operationalize Community Schools at Mendota and Leopold
- Initiative: Partner with MMSD to consider how, when and where future community schools might emerge
- Initiative: Look for opportunities to interface new North Side Early Childhood Zone with Mendota

## **Goal 3 – Continue to Build a Coordinated Network of Youth Employment Programs**

- Initiative: Further integrate City efforts with MMSD Pathways Program
- Initiative: Formalize youth employment coordination via a 2017 RFP process