

# TABLE OF CONTENTS

	Page No.
<b>VISION AND MISSION STATEMENTS AND GENERAL BUDGET POLICY</b>	3
<b>SUMMARIES</b>	4
City Tax Rate Computation	5
Expenditure Summary by Function	6
Agency Budgets by Function	7
General Obligation Debt Service Summary	9
Statement of Indebtedness and Debt Service	10
Miscellaneous Appropriations	11
Funding Sources by Major Category	13
General Fund Revenues	14
<b>SPECIAL FUND STATEMENTS</b>	16
Public, Educational and Governmental (PEG) Access Funding from Subscriber Contributions	17
Room Tax Fund	18
Affordable Housing Trust Fund	20
Inclusionary Zoning Special Revenue Fund	21
Capital Revolving Fund	22
Special Assessment Revolving Fund	23
Reverse Mortgage Fund	24
General Land Acquisition Fund	25
Brownfields Remediation Revolving Loan Fund	26
HOME-BUY Fund	27
Housing Rehabilitation Services	28
Scattered Site Fund	29
Homebuyer's Assistance Program	30
Insurance Fund	31
Workers Compensation Fund	32
<b>AGENCY BUDGETS</b>	33
Introduction to Agency Budgets	34
Fire	35
Police	38
Public Health Madison and Dane County	41

Agency Budgets: Continued

Common Council	48
Mayor	50
Municipal Court	52
Civil Rights	54
Attorney	58
Assessor	63
Clerk	65
Treasurer	67
Finance	69
Information Technology	73
Human Resources	77
Overture Center	82
Monona Terrace	84
Public Works & Transportation	86
Engineering	88
Sewer Utility	92
Stormwater Utility	95
Landfill	98
Parks	100
Golf Enterprise	106
Streets	108
Water Utility	114
Metro Transit	116
Traffic Engineering	119
Parking Utility	125
Fleet Service	128
PCED Office of the Director	130
Planning Division	132
Building Inspection Division	136
Economic Development Division	141
CDA Housing Operations	145
CDA Redevelopment	148
Community Development Division	150
Community Development Block Grant	155
Library	160

**CITY OF MADISON  
VISION AND MISSION STATEMENTS**

*Vision Statement:*

The City of Madison will be a safe and healthy place for all to live, learn, work and play.

*Mission Statement:*

The City of Madison, through the efforts of dedicated employees and elected officials, will deliver the highest quality services and provide a fair and orderly system of governance for our citizens and visitors.

**GENERAL BUDGET POLICY**

To avoid the creation of future structural budget deficits, the City of Madison will not use one-time revenue sources to fund ongoing operating expenses.

**CITY OF MADISON**

**2012**

**EXECUTIVE  
OPERATING BUDGET**

**SUMMARIES**

2012  
EXECUTIVE  
OPERATING BUDGET

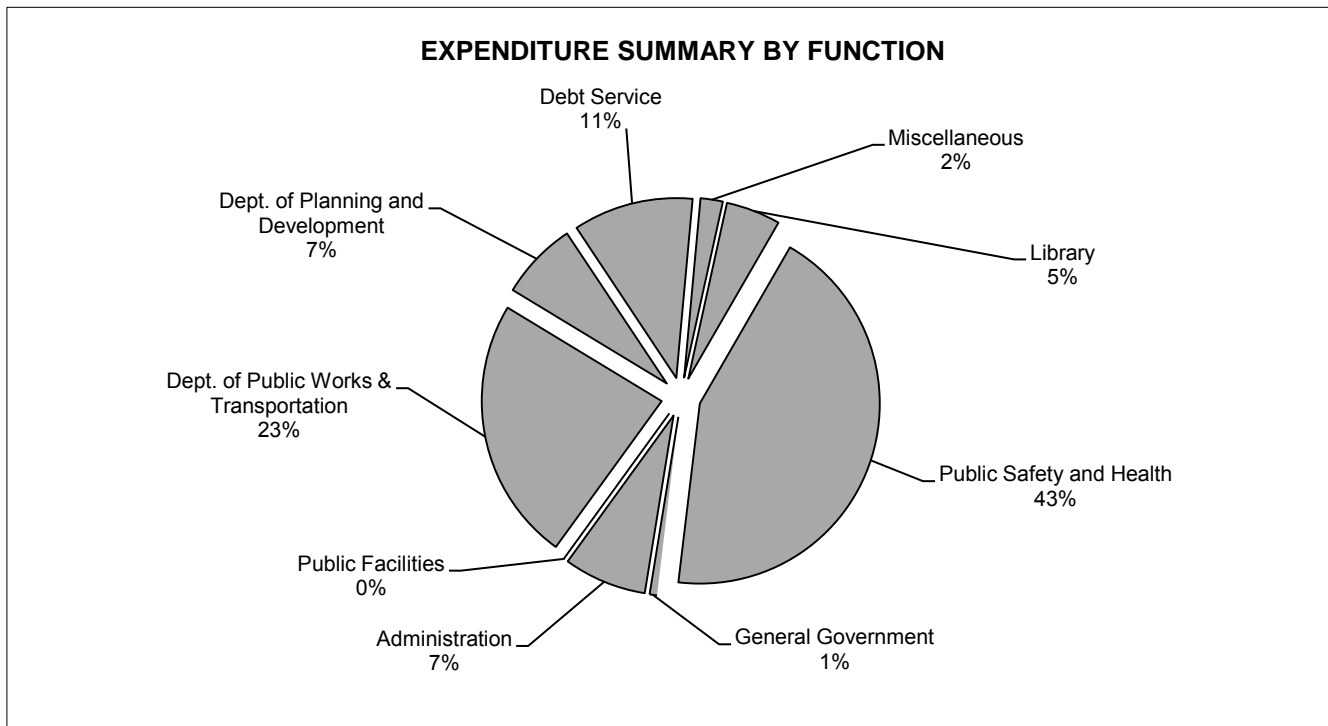
**CITY TAX RATE COMPUTATION**

	<u>2011 Adopted</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>ASSESSED VALUE</b>			
Real Property:			
Residential	\$ 13,828,824,800	\$ 13,692,002,600	\$ 0
Commercial	6,851,310,600	6,847,261,600	0
Agricultural	16,831,100	18,625,500	0
Manufacturing	<u>272,005,900</u>	<u>273,331,900</u>	<u>0</u>
Total Real Property	\$ 20,968,972,400	\$ 20,831,221,600	\$ 0
Personal Property:			
Locally Assessed	671,212,600	627,413,800	0
Manufacturing	90,179,400	93,162,300	0
Board of Review Adjustments	<u>0</u>	<u>(2,000,000)</u>	<u>0</u>
Total Assessable Property	\$ 21,730,364,400	\$ 21,549,797,700	\$ 0
Less TIF Increment Value	<u>(456,273,900)</u>	<u>(382,688,400)</u>	<u>0</u>
Net Taxable Property	<u>\$ 21,274,090,500</u>	<u>\$ 21,167,109,300</u>	<u>\$ 0</u>
<b>BUDGETED REVENUES AND EXPENDITURES</b>			
General Fund Expenditures	\$ 235,865,624	\$ 238,197,275	\$ 0
Net Library Fund Expenditures	<u>12,383,293</u>	<u>12,238,361</u>	<u>0</u>
Total Expenditures	\$ 248,248,917	\$ 250,435,636	\$ 0
Total Revenues	68,757,668	64,536,560	0
Fund Balance Applied	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenues and Fund Balance	\$ <u>68,757,668</u>	\$ <u>64,536,560</u>	\$ <u>0</u>
<b>PROPERTY TAX LEVY</b>	<u>\$ 179,491,249</u>	<u>\$ 185,899,076</u>	<u>\$ 0</u>
<b>MILL RATE</b>	<b><u>8.4371</u></b>	<b><u>8.7825</u></b>	
General Fund Portion	7.8550	8.2043	
Library Portion	0.5821	0.5782	
Average Home Value	\$241,217	\$239,239	
Taxes on Average Home	\$2,035.17	\$2,101.12	

2012  
EXECUTIVE  
OPERATING BUDGET

**EXPENDITURE SUMMARY BY FUNCTION**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Public Safety and Health	\$ 105,593,793	\$ 107,910,628	\$ 109,489,678	\$ 103,429,566	\$ 109,091,523	\$ 0
General Government	1,595,442	1,828,067	1,828,067	1,707,194	1,662,194	0
Administration	16,715,420	18,523,868	18,453,958	17,966,212	18,614,198	0
Public Facilities	1,795,874	1,795,873	1,795,873	0	0	0
Dept. of Public Works & Transp.	53,415,558	56,158,907	57,091,824	56,746,185	59,311,482	0
Dept. of Planning and Developmt.	15,485,049	16,347,018	16,247,480	15,390,316	17,504,520	0
Debt Service	27,948,416	29,824,712	29,824,712	27,020,831	27,020,831	0
Miscellaneous	3,314,766	3,476,552	2,073,281	2,631,994	4,992,527	0
<b>TOTAL GENERAL FUND</b>	<b>\$ 225,864,318</b>	<b>\$ 235,865,624</b>	<b>\$ 236,804,873</b>	<b>\$ 224,892,298</b>	<b>\$ 238,197,275</b>	<b>\$ 0</b>
Library	12,165,259	12,383,293	12,383,293	11,737,805	12,238,361	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 238,029,577</b>	<b>\$ 248,248,917</b>	<b>\$ 249,188,166</b>	<b>\$ 236,630,103</b>	<b>\$ 250,435,636</b>	<b>\$ 0</b>



2012  
EXECUTIVE  
OPERATING BUDGET

**AGENCY BUDGETS BY FUNCTION**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>PUBLIC SAFETY AND HEALTH</b>						
Fire	\$ 40,951,790	\$ 43,272,036	\$ 43,272,036	\$ 41,371,605	\$ 43,308,402	\$ 0
Police	60,473,120	60,545,621	62,103,071	57,711,340	61,351,680	0
Public Health Madison and Dane C	<u>4,168,883</u>	<u>4,092,971</u>	<u>4,114,571</u>	<u>4,346,621</u>	<u>4,431,441</u>	<u>0</u>
TOTAL	<u>\$ 105,593,793</u>	<u>\$ 107,910,628</u>	<u>\$ 109,489,678</u>	<u>\$ 103,429,566</u>	<u>\$ 109,091,523</u>	<u>\$ 0</u>

**GENERAL GOVERNMENT**

Common Council	\$ 374,560	\$ 412,897	\$ 412,897	\$ 370,341	\$ 430,341	\$ 0
Mayor	1,223,542	1,312,994	1,312,994	1,239,786	1,134,786	0
Municipal Court	<u>(2,660)</u>	<u>102,176</u>	<u>102,176</u>	<u>97,067</u>	<u>97,067</u>	<u>0</u>
TOTAL	<u>\$ 1,595,442</u>	<u>\$ 1,828,067</u>	<u>\$ 1,828,067</u>	<u>\$ 1,707,194</u>	<u>\$ 1,662,194</u>	<u>\$ 0</u>

**ADMINISTRATION**

Civil Rights	\$ 1,299,328	\$ 1,389,592	\$ 1,383,092	\$ 1,320,112	\$ 1,388,914	\$ 0
Attorney	2,313,141	2,649,180	2,648,680	2,507,696	2,565,697	0
Assessor	2,196,915	2,284,985	2,273,686	2,170,714	2,170,714	0
Clerk	1,258,012	1,164,653	1,168,979	1,431,472	1,776,633	0
Treasurer	621,978	627,518	597,443	596,063	596,063	0
Finance	2,838,985	2,946,106	2,920,244	2,798,161	2,866,704	0
Information Technology	4,429,353	5,674,902	5,674,902	5,404,709	5,505,188	0
Human Resources	<u>1,757,708</u>	<u>1,786,932</u>	<u>1,786,932</u>	<u>1,737,285</u>	<u>1,744,285</u>	<u>0</u>
TOTAL	<u>\$ 16,715,420</u>	<u>\$ 18,523,868</u>	<u>\$ 18,453,958</u>	<u>\$ 17,966,212</u>	<u>\$ 18,614,198</u>	<u>\$ 0</u>

Agency Budgets by Function: Continued

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>PUBLIC FACILITIES</b>						
Overture Center	\$ 1,795,873	\$ 1,795,873	\$ 1,795,873	\$ 0	\$ 0	\$ 0
Monona Terrace Convention Center	0	0	0	0	0	0
TOTAL	<u>\$ 1,795,874</u>	<u>\$ 1,795,873</u>	<u>\$ 1,795,873</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION**

Public Works & Transportation	\$ 17,710	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Engineering	3,789,767	3,934,873	3,934,746	3,745,453	3,745,110	0
Sewer Utility	0	0	0	0	0	0
Stormwater Utility	0	0	0	0	0	0
Landfill	0	0	0	0	0	0
Parks	14,434,025	14,868,238	14,868,238	14,053,000	14,472,623	0
Golf Enterprise	0	0	0	0	0	0
Streets	22,677,600	23,910,975	24,843,999	22,643,217	23,502,135	0
Water Utility	0	0	0	0	0	0
Metro Transit	7,142,297	8,291,880	8,291,900	10,190,400	11,053,399	0
Traffic Engineering	5,354,159	5,152,941	5,152,941	4,943,293	5,145,393	0
Parking Utility	0	0	0	0	0	0
Fleet Service	0	0	0	1,170,822	1,392,822	0
TOTAL	<u>\$ 53,415,558</u>	<u>\$ 56,158,907</u>	<u>\$ 57,091,824</u>	<u>\$ 56,746,185</u>	<u>\$ 59,311,482</u>	<u>\$ 0</u>

**DEPARTMENT OF PLANNING AND DEVELOPMENT**

Office of the Director of Planning	\$ 494,905	\$ 540,861	\$ 611,286	\$ 513,818	\$ 603,818	\$ 0
Planning Division	2,272,277	2,469,949	2,298,212	2,346,451	3,798,451	0
Building Inspection Division	3,911,207	4,153,160	4,153,159	3,945,501	4,081,483	0
Economic Development Division	1,220,416	1,286,787	1,286,787	1,142,484	1,209,418	0
CDA Housing Operations	32,951	142,542	142,542	135,415	174,258	0
CDA Redevelopment	217,961	103,717	105,492	0	0	0
Community Development Division	6,415,938	7,650,002	7,650,002	6,433,222	6,717,697	0
Community Dev. Block Grant	919,395	0	0	873,425	919,395	0
TOTAL	<u>\$ 15,485,049</u>	<u>\$ 16,347,018</u>	<u>\$ 16,247,480</u>	<u>\$ 15,390,316</u>	<u>\$ 17,504,520</u>	<u>\$ 0</u>

<b>LIBRARY</b>	<u>\$ 12,165,259</u>	<u>\$ 12,383,293</u>	<u>\$ 12,383,293</u>	<u>\$ 11,737,805</u>	<u>\$ 12,238,361</u>	<u>\$ 0</u>
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2012  
EXECUTIVE  
OPERATING BUDGET

**GENERAL OBLIGATION DEBT SERVICE SUMMARY**

	<b>2011 ADOPTED</b>			<b>2012 EXECUTIVE</b>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>TYPE OF DEBT</b>						
Promissory Notes	\$ 36,005,000	\$ 7,172,557	\$ 43,177,557	\$ 41,500,000	\$ 9,183,838	\$ 50,683,838
Build America Bonds	5,395,000	1,418,169	6,813,169	5,395,000	1,371,536	6,766,536
Recovery Zone ED Bonds	805,000	93,780	898,780	800,000	94,732	894,732
State Trust Fund Loans	0	0	0	0	0	0
Paying Agent Fees	0	10,000	10,000	0	10,000	10,000
Note Anticipation Notes	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 42,205,000</u>	<u>\$ 8,694,506</u>	<u>\$ 50,899,506</u>	<u>\$ 47,695,000</u>	<u>\$ 10,660,106</u>	<u>\$ 58,355,106</u>
 <b>SOURCE OF FUNDS</b>						
Transit Utility	\$ 1,028,199	\$ 264,117	\$ 1,292,316	\$ 1,134,139	\$ 320,788	\$ 1,454,927
Golf Courses	5,817	4,132	9,949	6,093	4,317	10,410
TIF Districts	3,278,350	854,395	4,132,745	3,545,361	830,523	4,375,883
Impact Fee Funds	121,063	25,813	146,876	201,116	59,555	260,671
Madison Public Library	1,143,781	294,047	1,437,828	1,142,491	269,407	1,411,899
Room Tax	712,798	104,880	817,678	697,910	81,888	779,798
CDBG	4,645	3,299	7,944	4,865	3,447	8,312
Fleet Service	3,722,488	669,580	4,392,068	3,987,441	800,734	4,788,175
Stormwater Utility	3,399,963	621,174	4,021,137	4,118,274	937,558	5,055,832
Water Utility	55,106	39,140	94,246	57,717	40,897	98,614
Overture Center (a)	15,094	10,721	25,815	0	0	0
Monona Terrace	20,317	14,430	34,747	21,279	15,078	36,358
CDA Housing Operations	22,142	15,727	37,869	23,191	16,432	39,623
CDA Redevelopment	0	0	0	866,318	128,777	995,094
Madison/Dane Co Health	75,717	20,747	96,464	82,721	21,517	104,238
Special Debt Reserves	360,338	48,110	408,448	284,120	30,321	314,441
General Debt Reserves	2,000,000	1,518,664	3,518,664	9,354,075	1,845,925	11,200,000
Interest Earnings	<u>0</u>	<u>600,000</u>	<u>600,000</u>	<u>0</u>	<u>400,000</u>	<u>400,000</u>
TOTAL NON-GENERAL FUND	<u>\$ 15,965,818</u>	<u>\$ 5,108,976</u>	<u>\$ 21,074,794</u>	<u>\$ 25,527,110</u>	<u>\$ 5,807,164</u>	<u>\$ 31,334,274</u>
General Fund Portion	<u>\$ 26,239,182</u>	<u>\$ 3,585,530</u>	<u>\$ 29,824,712</u>	<u>\$ 22,167,890</u>	<u>\$ 4,852,942</u>	<u>\$ 27,020,831</u>

(a) Represents the general obligation debt service associated with refinancing the prior service pension liability due to the Wisconsin Retirement Fund for Overture Center employees.

2012  
EXECUTIVE  
OPERATING BUDGET

**STATEMENT OF INDEBTEDNESS AND DEBT SERVICE**

SUMMARY BY PURPOSE OF ISSUE

<u>Purpose</u>	<u>Principal, 2012</u>			<u>Interest Payable 2012</u>
	<u>Outstanding January 1</u>	<u>Payable</u>	<u>Outstanding December 31</u>	
Promissory Notes				
Streets	\$ 128,316,832	\$ 18,667,010	\$ 109,649,823	\$ 4,246,387
Parks Improvements	13,739,917	1,969,450	11,770,467	487,915
Land Acquisition	5,035,958	529,593	4,506,365	84,523
Public Buildings	14,313,995	2,108,110	12,205,885	506,359
Equipment Purchase	23,676,398	3,704,593	19,971,805	794,179
Planning & Development	12,241,251	1,542,660	10,698,592	406,769
Refuse Reduction & Landfill	10,107	3,977	6,130	283
Police	8,551,906	1,525,290	7,026,616	300,898
Fire	8,232,106	1,471,283	6,760,822	261,552
Total General Purposes	<u>\$ 214,118,470</u>	<u>\$ 31,521,965</u>	<u>\$ 182,596,505</u>	<u>\$ 7,088,866</u>
TIF Districts	23,907,085	3,545,361	20,361,724	830,523
Impact Fees	1,818,905	201,116	1,617,789	59,555
Library	8,863,055	1,142,491	7,720,564	269,407
Monona Terrace	497,339	21,279	476,060	15,078
Golf Enterprise	142,396	6,093	136,303	4,317
Fleet Service	22,727,722	3,987,441	18,740,281	800,734
Transit Utility	9,444,916	1,134,139	8,310,777	320,788
Stormwater Utility	26,499,419	4,118,274	22,381,145	937,558
Water Utility	1,348,947	57,717	1,291,230	40,897
Public Health of Madison and Dane County	636,042	82,721	553,321	21,517
CDBG	113,701	4,865	108,836	3,447
CDA Housing Operations	542,007	23,191	518,816	16,432
CDA Redevelopment	8,650,000	866,318	7,783,682	128,777
Room Tax	2,047,202	697,910	1,349,292	81,888
Debt Service Reserves	807,794	284,120	523,674	30,321
Total Non-General Purposes	<u>\$ 108,046,530</u>	<u>\$ 16,173,036</u>	<u>\$ 91,873,494</u>	<u>\$ 3,561,239</u>
General Obligation Bonds	0	0	0	0
Land Contracts & Mortgages	0	0	0	0
TOTAL G.O. DEBT	<u>\$ 322,165,000</u>	<u>\$ 47,695,001</u>	<u>\$ 274,469,999</u>	<u>\$ 10,650,105</u>
Paying Agent Fees	0	0	0	10,000
	<u>\$ 322,165,000</u>	<u>\$ 47,695,001</u>	<u>\$ 274,469,999</u>	<u>\$ 10,660,105</u>
Revenue Debt	112,500,000	5,505,000	106,995,000	4,617,033
TOTAL	<u>\$ 434,665,000</u>	<u>\$ 53,200,001</u>	<u>\$ 381,464,999</u>	<u>\$ 15,277,138</u>

2012  
EXECUTIVE  
OPERATING BUDGET

**MISCELLANEOUS APPROPRIATIONS**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>SUPPLEMENTAL COMPENSATION</b>						
Domestic Partner Health Ins.	\$ 4,769	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sick Leave Escrow	1,801,655	1,827,838	1,827,838	1,827,838	1,827,838	0
Salary Continuation Insurance	1,044,699	1,048,670	1,048,670	0	0	0
Unemployment Insurance	476,364	519,000	519,000	519,000	519,000	0
Health Insurance*	31,018,782	33,457,155	33,457,155	36,065,765	32,562,280	0
Group Life Insurance	45,444	46,000	46,000	0	0	0
Wisconsin Retirement System	24,096,901	25,585,305	25,585,305	20,676,412	17,697,401	0
Social Security	11,310,280	11,471,557	11,471,557	11,471,557	11,368,240	0
Police and Fire Disability	829,470	838,068	838,068	0	0	0
Flexible Benefits Cost	18,668	13,000	13,000	13,000	13,000	0
Prior Police & Fire Pension Plan	336,770	345,000	345,000	345,000	345,000	0
Local 311 Retiree Health Insurance	248,575	280,000	280,000	280,000	0	0
Local 236 Retiree Health Insurance	178,879	179,000	179,000	179,000	179,000	0
Local 695 Retiree Health Insurance	343,000	303,000	303,000	303,000	303,000	0
MPPOA Retiree Health Insurance	324,657	314,000	314,000	314,000	0	0
IATSE Health Plan	105,338	103,000	103,000	103,000	103,000	0
Bus Pass Subsidy	139,268	119,000	119,000	119,000	119,000	0
TOTAL FRINGE BENEFITS	<u>\$ 72,323,519</u>	<u>\$ 76,449,593</u>	<u>\$ 76,449,593</u>	<u>\$ 72,216,572</u>	<u>\$ 65,036,759</u>	<u>\$ 0</u>
Less Allocation to Agencies	(72,494,829)	(75,987,904)	(75,987,904)	(75,987,904)	(75,284,497)	0
Non-Levy Adjustments	<u>0</u>	<u>0</u>	<u>0</u>	<u>(732,823)</u>	<u>827,116</u>	<u>0</u>
Net Benefits Appropriation	\$ (171,310)	\$ 461,689	\$ 461,689	\$ (4,504,155)	\$ (9,420,622)	\$ 0
General Wage Increase Not Allocated to Agency Budgets	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,567,162</u>	<u>4,567,162</u>	<u>0</u>
TOTAL SUPPLEMENTAL COMPENSATION	<u>\$ (171,310)</u>	<u>\$ 461,689</u>	<u>\$ 461,689</u>	<u>\$ 63,007</u>	<u>\$ (4,853,460)</u>	<u>\$ 0</u>

\* The budgeted employer health insurance cost includes deduction of a monthly premium contribution of \$25 per family and \$15 per single plan for the members of Compensation Group 12 (Association of Madison Police Supervisors). Total contributions are estimated at \$8,940 per year.

**DIRECT  
APPROPRIATION  
TO CAPITAL /  
SPECIAL REVENUE**

	<u>\$ 330,000</u>	<u>\$ 507,248</u>	<u>\$ 507,248</u>	<u>\$ 0</u>	<u>\$ 6,952,000</u>	<u>\$ 0</u>
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Miscellaneous Appropriations: Continued

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>OTHER DIRECT APPROPRIATIONS</b>						
Martin Luther King Holiday	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 0
Martin Luther King Awards	0	500	500	500	500	0
Planning Resources	13,456	15,000	15,000	15,000	0	0
Police and Fire Commission	11,645	20,000	20,000	20,000	20,000	0
Special Chgs-Rescinded Taxes	3,270	3,271	0	0	0	0
Taxes and Special Assessments	605	25,000	25,000	25,000	25,000	0
Revenue Sharing Payments	419,685	408,694	408,694	441,246	441,246	0
Zoo	327,975	324,000	324,000	315,141	315,141	0
Federal Liaison	28,714	31,500	31,500	31,500	31,500	0
State Liaison	30,000	30,000	30,000	30,000	30,000	0
City Memberships	43,100	43,150	43,150	69,100	84,100	0
THRIVE	18,000	18,000	18,000	18,000	18,000	0
Youth Conservation	25,500	25,500	25,500	25,500	25,500	0
Improvement Initiatives (a)	21,394	25,000	25,000	25,000	25,000	0
Workers Comp. Fund	2,000,000	0	0	0	0	0
Neighborhood Resources (b)	73,800	50,000	50,000	50,000	50,000	0
Clean Air Coalition	6,000	6,000	6,000	6,000	6,000	0
Clean Lakes	0	0	0	15,000	15,000	0
Transit for Jobs	80,000	80,000	80,000	80,000	80,000	0
Other	50,932	0	0	0	0	0
Prior Year Encumbrances (c)	0	400,000	0	400,000	400,000	0
Performing Arts Study	0	0	0	0	125,000	0
Contingent Reserve (d)	0	1,000,000	0	1,000,000	1,200,000	0
<b>TOTAL</b>	<u>\$ 3,156,076</u>	<u>\$ 2,507,615</u>	<u>\$ 1,104,344</u>	<u>\$ 2,568,987</u>	<u>\$ 2,893,987</u>	<u>\$ 0</u>
<b>TOTAL MISCELLANEOUS APPROPRIATIONS</b>						
	<u>\$ 3,314,766</u>	<u>\$ 3,476,552</u>	<u>\$ 2,073,281</u>	<u>\$ 2,631,994</u>	<u>\$ 4,992,527</u>	<u>\$ 0</u>

(a) This funding may be used to contract for services for employee and leadership development, as well as strategic planning and customer satisfaction surveys in conjunction with success indicators. This appropriation includes funding for annual resident satisfaction surveys administered by the University of Wisconsin Survey Center.

(b) The Neighborhood Resources funding will be used for neighborhood initiatives, including the Neighborhood Resource Teams.

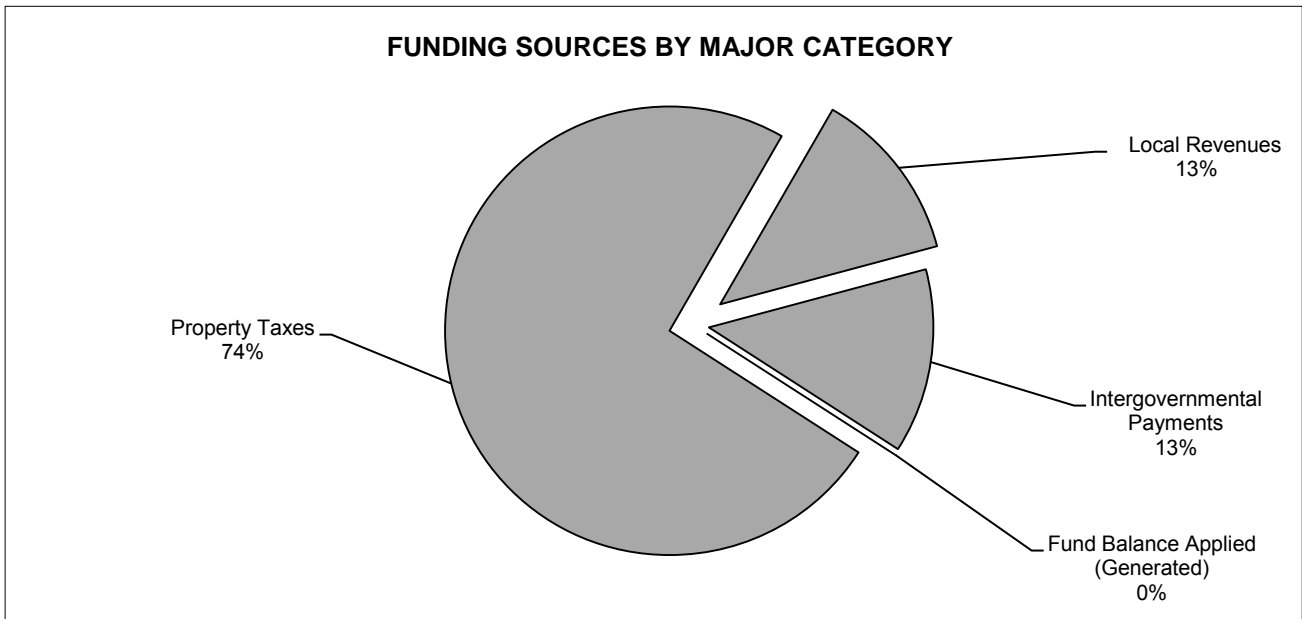
(c) Financial reporting standards require that annual budget comparison reports include a carry-over budget to recognize the expenditure of funds encumbered at the end of the previous year but spent in the current year. To achieve conformance with this requirement, the Adopted Budget includes an appropriation of funds for the payment of prior year encumbrances. This spending authority is later reallocated to the various agencies with prior year encumbrances through a Common Council resolution, and the corresponding expenditures are recorded in the appropriate agencies. Thus, no costs are displayed here for the 2010 actual or 2011 projected columns.

(d) It is the City's policy to appropriate 0.5% of budgeted expenditures to the Contingent Reserve. That amount is \$1.19 million. Contingent Reserve spending authority may later be reallocated to various agencies through resolutions of the Common Council. Thus, no costs are displayed here for the 2010 actual or 2011 projected columns.

2012  
EXECUTIVE  
OPERATING BUDGET

**FUNDING SOURCES BY MAJOR CATEGORY**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Payments in Lieu of Tax	\$ 7,502,836	\$ 7,868,477	\$ 7,785,458	\$ 7,842,246	\$ 7,842,246	\$ 0
Other Local Taxes	1,609,582	1,211,082	1,491,082	1,211,442	1,259,132	0
Fines and Forfeitures	6,960,334	6,950,000	6,750,000	6,950,000	6,950,000	0
Charges for Services	5,605,900	5,375,000	5,475,000	5,400,000	5,400,000	0
Licenses and Permits	3,949,572	4,002,175	3,902,175	4,101,000	4,294,000	0
Ungrouped Revenues	<u>4,063,339</u>	<u>6,481,096</u>	<u>8,039,455</u>	<u>5,526,000</u>	<u>5,550,250</u>	<u>0</u>
Local Revenues	\$ 29,691,563	\$ 31,887,830	\$ 33,443,170	\$ 31,030,688	\$ 31,295,628	\$ 0
Intergovernmental Payments	<u>35,149,829</u>	<u>36,869,838</u>	<u>36,438,746</u>	<u>33,240,932</u>	<u>33,240,932</u>	<u>0</u>
Total Revenues	\$ 64,841,392	\$ 68,757,668	\$ 69,881,916	\$ 64,271,620	\$ 64,536,560	\$ 0
Fund Balance Applied (Generated)	<u>(501,445)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue and Fund Balance	\$ 64,339,947	\$ 68,757,668	\$ 69,881,916	\$ 64,271,620	\$ 64,536,560	\$ 0
Property Taxes	<u>173,689,630</u>	<u>179,491,249</u>	<u>179,306,249</u>	<u>172,358,483</u>	<u>185,899,076</u>	<u>0</u>
TOTAL SOURCES	<u>\$ 238,029,577</u>	<u>\$ 248,248,917</u>	<u>\$ 249,188,166</u>	<u>\$ 236,630,103</u>	<u>\$ 250,435,636</u>	<u>\$ 0</u>



2012  
EXECUTIVE  
OPERATING BUDGET

**GENERAL FUND REVENUES**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>PAYMENTS IN LIEU OF TAX</b>						
CDA	\$ 231,374	\$ 213,746	\$ 213,746	\$ 213,000	\$ 213,000	\$ 0
Parking Utility	1,163,884	1,188,419	1,154,843	1,192,919	1,192,919	0
Parking Meter Occupancy Fee	196,564	192,718	192,718	195,953	195,953	0
Water Utility	4,113,887	4,466,585	4,417,142	4,896,449	4,896,449	0
Golf Enterprise	155,702	151,784	151,784	150,000	150,000	0
Monona Terrace	303,800	309,000	309,000	316,100	316,100	0
Overture Center	498,400	498,400	498,400	0	0	0
Other	839,225	847,825	847,825	877,825	877,825	0
TOTAL	<u>\$ 7,502,836</u>	<u>\$ 7,868,477</u>	<u>\$ 7,785,458</u>	<u>\$ 7,842,246</u>	<u>\$ 7,842,246</u>	<u>\$ 0</u>

**OTHER LOCAL TAXES**

Room Tax	\$ 1,421,109	\$ 1,026,642	\$ 1,306,642	\$ 1,027,442	\$ 1,075,132	\$ 0
Mobile Home Tax	85,621	100,000	100,000	100,000	100,000	0
Use Value Tax	54,784	14,440	14,440	14,000	14,000	0
Prior Year Taxes	21,505	20,000	20,000	20,000	20,000	0
Penalties on Delinquent Taxes	26,563	50,000	50,000	50,000	50,000	0
TOTAL	<u>\$ 1,609,582</u>	<u>\$ 1,211,082</u>	<u>\$ 1,491,082</u>	<u>\$ 1,211,442</u>	<u>\$ 1,259,132</u>	<u>\$ 0</u>

**FINES AND FORFEITURES**

Moving Violations	\$ 812,547	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 0
Uniform Citations	780,714	1,000,000	800,000	1,000,000	1,000,000	0
Parking Violations	5,367,073	5,150,000	5,150,000	5,150,000	5,150,000	0
TOTAL	<u>\$ 6,960,334</u>	<u>\$ 6,950,000</u>	<u>\$ 6,750,000</u>	<u>\$ 6,950,000</u>	<u>\$ 6,950,000</u>	<u>\$ 0</u>

**CHARGES FOR SERVICES**

Engineering Charges	\$ 86,908	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 0
Cemetery Fees	228,063	210,000	210,000	210,000	210,000	0
Parks Use Charges	498,947	450,000	450,000	475,000	475,000	0
Ambulance Conveyance Fees	4,660,788	4,500,000	4,600,000	4,500,000	4,500,000	0
Other Service Charges	131,194	115,000	115,000	115,000	115,000	0
TOTAL	<u>\$ 5,605,900</u>	<u>\$ 5,375,000</u>	<u>\$ 5,475,000</u>	<u>\$ 5,400,000</u>	<u>\$ 5,400,000</u>	<u>\$ 0</u>

General Fund Revenues: Continued

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>LICENSES AND PERMITS</b>						
Dog Licenses	\$ 69,518	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 0
Cat Licenses	22,935	24,000	24,000	24,000	24,000	0
Bicycle Licenses	36,511	30,000	30,000	30,000	30,000	0
Miscellaneous Licenses	560,758	460,050	460,050	560,000	560,000	0
Liquor Licenses	367,234	345,000	345,000	345,000	345,000	0
Building Permits	2,481,493	2,600,000	2,500,000	2,600,000	2,793,000	0
Reinspection & Extension Fees	25,630	67,000	67,000	67,000	67,000	0
Weights and Measures Permits	127,582	161,125	161,125	160,000	160,000	0
Street Opening Permits	197,202	200,000	200,000	200,000	200,000	0
Other Permits	<u>60,709</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>
TOTAL	<u>\$ 3,949,572</u>	<u>\$ 4,002,175</u>	<u>\$ 3,902,175</u>	<u>\$ 4,101,000</u>	<u>\$ 4,294,000</u>	<u>\$ 0</u>

**UNGROUPED REVENUES**

Interest on Investments	\$ 574,462	\$ 1,750,000	\$ 1,300,000	\$ 1,200,000	\$ 1,200,000	\$ 0
Other Interest	285,306	300,000	265,000	285,000	285,000	0
P-Card Rebates	95,003	75,000	20,000	120,000	120,000	0
Rentals and Property Leases	499,584	427,000	450,000	475,000	475,000	0
Cable Franchise Revenues	2,275,180	2,200,000	2,300,000	2,300,000	2,300,000	0
Broadband Revenues	0	50,000	50,000	50,000	50,000	0
TIF Reimbursements	0	525,000	525,000	450,000	450,000	0
Halloween Revenues	120,720	170,000	170,000	170,000	170,000	0
American Transmission Co. Fee	0	176,848	1,792,207	176,000	176,000	0
Miscellaneous Revenues	<u>213,084</u>	<u>807,248</u>	<u>1,167,248</u>	<u>300,000</u>	<u>324,250</u>	<u>0</u>
TOTAL	<u>\$ 4,063,339</u>	<u>\$ 6,481,096</u>	<u>\$ 8,039,455</u>	<u>\$ 5,526,000</u>	<u>\$ 5,550,250</u>	<u>\$ 0</u>

**INTERGOVERNMENTAL REVENUES**

State Municipal Aid Program	\$ 6,351,026	\$ 6,351,026	\$ 6,351,026	\$ 4,763,269	\$ 4,763,269	\$ 0
State Utility Aid Payment	\$ 1,329,642	\$ 1,370,516	\$ 1,333,328	\$ 1,325,155	\$ 1,325,155	
State Expenditure Restraint	5,878,224	6,095,713	6,083,696	6,303,584	6,303,584	0
State Pmt for Municipal Service	8,824,236	9,217,552	9,185,812	8,267,231	8,267,231	0
State Gen. Trans. Aid	8,213,115	9,019,462	9,018,617	8,116,755	8,116,755	0
State Connecting Hwy. Aid	547,211	551,770	549,461	549,461	549,461	
State Recycling Aid	1,145,979	1,145,979	740,877	740,877	740,877	0
State Exempt Computer Reimb.	2,179,022	2,467,820	2,474,629	2,474,600	2,474,600	0
Fire Insurance Dues Pmt.	<u>681,374</u>	<u>650,000</u>	<u>701,300</u>	<u>700,000</u>	<u>700,000</u>	<u>0</u>
TOTAL	<u>\$ 35,149,829</u>	<u>\$ 36,869,838</u>	<u>\$ 36,438,746</u>	<u>\$ 33,240,932</u>	<u>\$ 33,240,932</u>	<u>\$ 0</u>

**CITY OF MADISON**

**2012**

**EXECUTIVE  
OPERATING BUDGET**

**SPECIAL FUND STATEMENTS**



2012  
EXECUTIVE  
OPERATING BUDGET

**PUBLIC, EDUCATIONAL AND GOVERNMENTAL  
(PEG) ACCESS FUNDING FROM SUBSCRIBER CONTRIBUTIONS**

PEG Fund	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 10,872	\$ -	\$ -	\$ -	\$ -
<b>SOURCES</b>					
Cable Franchise Fees	401,938	-	29,524	-	-
<b>TOTAL SOURCES</b>	<u>\$ 401,938</u>	<u>\$ -</u>	<u>\$ 29,524</u>	<u>\$ -</u>	<u>\$ -</u>
<b>USES</b>					
WYOU	\$ 69,595	\$ -	\$ 9,802	\$ -	\$ -
Madison City Channel - Operating Fund	343,216	-	-	-	-
General Fund Other	-	-	19,722	-	-
<b>TOTAL USES</b>	<u>\$ 412,811</u>	<u>\$ -</u>	<u>\$ 29,524</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

All revenue was from a PEG Access charge of \$0.63 per subscriber per month which, under current state statute, was eliminated in 2011. Unbudgeted revenue was received for January 2011.

Municipal Video Service Trust Fund	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 10,144	\$ -	\$ -	\$ -	\$ -
<b>SOURCES</b>					
Transfer In from PEG Access Fund	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>USES</b>					
Purchased Services	\$ 3,450	\$ -	\$ -	\$ -	\$ -
Supplies	6,424	-	-	-	-
Transfer Out to General Fund	270	-	-	-	-
<b>TOTAL USES</b>	<u>\$ 10,144</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

2012  
EXECUTIVE  
OPERATING BUDGET

**ROOM TAX FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 1,477,865	\$ 1,341,571	\$ 1,341,571	\$ 1,341,571	\$ -
Reserved for Bond Requirements	(1,004,346)	(1,004,346)	(1,004,346)	(1,004,346)	-
Reserved for Event Booking Assistance Commitments	(473,519)	(337,225)	(337,225)	(337,225)	-
<b>Balance of Unreserved Funds, January 1</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SOURCES</b>					
Estimated Total Room Tax Receipts (a)	\$ 8,337,612	\$ 8,152,000	\$ 9,074,993	\$ 9,000,000	\$ -
Interest Revenue	30,649	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 8,368,261</u>	<u>\$ 8,152,000</u>	<u>\$ 9,074,993</u>	<u>\$ 9,000,000</u>	<u>\$ -</u>
<b>USES</b>					
<u>Monona Terrace:</u>					
Debt Service Payment - Revenue Bond Issue	\$ 990,456	\$ 988,514	\$ 988,514	\$ 990,141	\$ -
Debt Service Payment - General Obligation Bond Issue	821,965	817,678	817,678	779,798	-
Operating Subsidy	3,022,364	3,042,395	3,042,395	2,890,275	-
Capital Purchases	541,903	595,000	595,000	1,102,000	-
Subtotal Monona Terrace	<u>\$ 5,376,688</u>	<u>\$ 5,443,587</u>	<u>\$ 5,443,587</u>	<u>\$ 5,762,214</u>	<u>\$ -</u>
<u>Greater Madison Convention and Visitors Bureau:</u>					
Destination Marketing (b)	\$ 1,493,998	\$ 1,582,927	\$ 1,667,522	\$ 1,814,999	\$ -
Estimated Event Booking Assistance Subsidy	27,577	100,000	100,000	175,000	-
Subtotal GMCVB	<u>\$ 1,521,575</u>	<u>\$ 1,682,927</u>	<u>\$ 1,767,522</u>	<u>\$ 1,989,999</u>	<u>\$ -</u>
<u>Other:</u>					
Transfers to General Fund for:					
General Purposes (c)	\$ 928,092	\$ 532,142	\$ 1,298,809	\$ 532,142	\$ -
Overture Operations	350,000	350,000	350,000	350,000	-
Rhythm & Booms - City Agency Base Costs	76,017	77,500	78,300	78,300	-
Arts Grants	67,000	67,000	67,000	67,000	-
Total Transfers to General Fund	1,421,109	1,026,642	1,794,109	1,027,442	-
Rhythm & Booms - Cash Contribution	17,775	17,775	17,775	17,775	-
Sister Cities Program	4,005	5,000	5,000	12,500	-
Madison Scouts and Capitol Sound	12,000	12,000	12,000	12,000	-
Bad Debt Expense	7,642	-	-	-	-
Tourism Destination Promotion (d)	-	25,000	25,000	25,000	-
Civic Promotion	7,467	10,000	10,000	10,000	-
Subtotal Other	<u>\$ 1,469,998</u>	<u>\$ 1,096,417</u>	<u>\$ 1,863,884</u>	<u>\$ 1,104,717</u>	<u>\$ -</u>
<b>TOTAL USES</b>	<u>\$ 8,368,261</u>	<u>\$ 8,222,931</u>	<u>\$ 9,074,993</u>	<u>\$ 8,856,930</u>	<u>\$ -</u>
<b>Balance of Unreserved Funds, December 31 (c)</b>	<u>\$ -</u>	<u>\$ (70,931)</u>	<u>\$ -</u>	<u>\$ 143,070</u>	<u>\$ -</u>

(a) The Projected 2011 total Room Tax receipts estimate is based on two calendar quarters of actual revenue data.

(b) In 2007, the City negotiated and entered into a 5-year renewable agreement with the GMCVB whereby future year contributions to the GMCVB to support destination marketing efforts will be equal to 20% of the actual prior year room tax collections. Funding increases resulting from the foregoing will be invested, for the purpose of increasing conventions and other events in Madison, in additional resources in the following five areas: convention sales, convention services, marketing, sports development and strategic planning.

(c) The amount transferred to the General Fund for general purposes in 2010 and 2011 will be the net of actual room tax revenues received, other budgeted expenditures and adjustments to required reserves, so that the balance of unreserved funds as of December 31 will be \$0. In 2012, any remaining funds will be distributed evenly for three purposes: 1) establish an emergency reserve fund for Monona Terrace; 2) increase funding for GMCVB; and 3) increase the transfer to the General Fund for general purposes.

(d) These funds will be used to promote conferences and/or enterprises that will further Madison as a tourism destination. In 2011, this funding was used for the Congress for New Urbanism Conference.

By the adoption of this budget, the City Council hereby confirms that it is the intention of the Council to commit the resources noted in the room tax fund for the purposes of 1) support of Monona Terrace operations, debt service and capital purchases; 2) support of the Greater Madison Convention and Visitors Bureau; and 3) other expenditures that support promotion of the City of Madison and local events.

2012  
EXECUTIVE  
OPERATING BUDGET

**AFFORDABLE HOUSING TRUST FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Fund Balance, January 1	\$ 4,102,613	\$ 3,102,584	\$ 3,099,665	\$ 3,124,665	\$ -
<b>SOURCES</b>					
<u>Dedicated:</u>					
Private Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Payments in Lieu of Program Participation	-	-	-	-	-
Matching Funds from Federal Trust	-	-	-	-	-
Loan Repayment Principal	-	68,333	-	68,333	-
Loan Repayment Interest	-	18,000	-	11,000	-
Investment Revenue	56,669	46,000	25,000	25,000	-
<u>Discretionary:</u>					
Equity Participation Payments	-	-	-	-	-
Proceeds from Sale of Surplus Property	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 56,669</u>	<u>\$ 132,333</u>	<u>\$ 25,000</u>	<u>\$ 104,333</u>	<u>\$ -</u>
<b>USES</b>					
Loans to Create Affordable Housing	\$ 1,040,039	\$ -	\$ -	\$ -	\$ -
Other	19,578	-	-	-	-
<b>TOTAL USES</b>	<u>\$ 1,059,617</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 3,099,665</u>	<u>\$ 3,234,917</u>	<u>\$ 3,124,665</u>	<u>\$ 3,228,998</u>	<u>\$ -</u>

On September 7, 2010, the Common Council amended the Madison General Ordinance (Section 4.22) governing administration and use of the Affordable Housing Trust Fund. This ordinance amendment eliminated the previous limitations on the annual distribution of accumulated funds. All distributions from the fund require Common Council authorization.

2012  
EXECUTIVE  
OPERATING BUDGET

**INCLUSIONARY ZONING SPECIAL REVENUE FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 501,250	\$ 507,248	\$ 517,873	\$ -	\$ -
<b>SOURCES</b>					
Payments in Lieu of Program Participation	\$ 1,976	\$ -	\$ -	\$ -	\$ -
City Share of Equity on Unit Sales	-	-	-	-	-
Inclusionary Unit Transfer Fees	-	-	-	-	-
Private Contributions	-	-	-	-	-
Investment Revenue	14,647	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 16,623</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>USES</b>					
Incentive Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of IZ Options	-	-	-	-	-
Purchase of Lots or Units	-	-	-	-	-
CDBG Administrative Costs	-	-	-	-	-
Transfer Balance to General Fund and Close	-	507,248	517,873	-	-
<b>TOTAL USES</b>	<u>\$ -</u>	<u>\$ 507,248</u>	<u>\$ 517,873</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 517,873</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

This fund (SO41) was established by resolution in 2004. Guidelines for the expenditure of funds from this account were adopted by the Common Council in 2005 (RES-05-00692). This fund is dissolved in 2011, and the fund balance is transferred to General Fund Revenues--Miscellaneous Revenues.

2012  
EXECUTIVE  
OPERATING BUDGET

**CAPITAL REVOLVING FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 1,179,000	\$ 1,023,400	\$ 1,126,176	\$ 865,236	\$ -
<b>SOURCES</b>					
Loan Repayments:					
Interest	\$ 52,815	\$ 45,000	\$ 45,000	\$ 44,000	\$ -
Principal	79,872	39,000	46,000	185,000	-
Application Fees	1,000	500	-	-	-
Proceeds from Borrowing	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 133,687</u>	<u>\$ 84,500</u>	<u>\$ 91,000</u>	<u>\$ 229,000</u>	<u>\$ -</u>
<b>USES</b>					
Loans	\$ -	\$ 500,000	\$ 201,440	\$ 500,000	\$ -
Façade Grants	159,550	190,000	125,000	150,000	-
Lighting Enhancement Grants	500	10,000	500	-	-
Staff Costs	26,461	25,000	25,000	25,000	-
Other	-	1,000	-	-	-
<b>TOTAL USES</b>	<u>\$ 186,511</u>	<u>\$ 726,000</u>	<u>\$ 351,940</u>	<u>\$ 675,000</u>	<u>\$ -</u>
Annual Net Cash Flow	<u>\$ (52,824)</u>	<u>\$ (641,500)</u>	<u>\$ (260,940)</u>	<u>\$ (446,000)</u>	<u>\$ -</u>
<b>Fund Balance (Deficit), December 31</b>	<u>\$ 1,126,176</u>	<u>\$ 381,900</u>	<u>\$ 865,236</u>	<u>\$ 419,236</u>	<u>\$ -</u>

The Capital Revolving Fund has three components: (1) Capital Revolving Fund Loans, (2) Façade Improvement Grants and (3) Downtown Residential Exterior Lighting Enhancement Grants. The Capital Revolving Fund was enacted on May 19, 1987 and has closed 23 loans, totaling \$2,508,271. There currently are 5 loans outstanding totaling \$1,633,000. The Façade Improvement Grant Program was established on October 3, 2000 and has awarded 57 Façade Improvement matching Grants to small businesses, totaling \$752,957. In addition \$1,370,974 of private funds were invested, resulting in a total new economic investment of \$2,123,932 in the downtown and neighborhood business districts. No funding is budgeted in 2012 for the Lighting Enhancements Grants program as no program activity is anticipated. The Economic Development Division provides loan administration for the Capital Revolving Fund under the guidance of the Community Development Authority (CDA).

2012  
EXECUTIVE  
OPERATING BUDGET

**SPECIAL ASSESSMENT REVOLVING FUND**

	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projected</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
<b>Unreserved Fund Balance, January 1</b>	\$ 5,748,710	\$ 6,148,710	\$ 3,795,587	\$ 1,185,587	\$ -
<b>SOURCES</b>					
Special Assessment Repayment					
Principal Repayment	\$ 2,286,075	\$ 3,500,000	\$ 2,500,000	\$ 2,700,000	\$ -
Interest on Repayments	426,015	250,000	375,000	325,000	-
Investment Income	99,381	100,000	50,000	25,000	-
<b>TOTAL SOURCES</b>	<b>\$ 2,811,471</b>	<b>\$ 3,850,000</b>	<b>\$ 2,925,000</b>	<b>\$ 3,050,000</b>	<b>\$ -</b>
<b>USES</b>					
Transfer to Capital Projects	\$ 4,729,416	\$ 4,459,600	\$ 5,500,000	\$ 6,000,000	\$ -
Other	35,178	-	35,000	35,000	-
<b>TOTAL USES</b>	<b>\$ 4,764,594</b>	<b>\$ 4,459,600</b>	<b>\$ 5,535,000</b>	<b>\$ 6,035,000</b>	<b>\$ -</b>
Annual Net Cash Flow	\$ (1,953,123)	\$ (609,600)	\$ (2,610,000)	\$ (2,985,000)	\$ -
<b>Unreserved Fund Balance, Dec. 31</b>	<b>\$ 3,795,587</b>	<b>\$ 5,539,110</b>	<b>\$ 1,185,587</b>	<b>\$ (1,799,413)</b>	<b>\$ -</b>

The Special Assessment Revolving Fund (CA01) is used as a financing source for the assessable portion of various capital projects included in the Capital Budget. Agencies that have projects partially financed by this fund include Engineering, Traffic Engineering, Parks, Sewer Utility, Stormwater Utility, and Water Utility. The primary source of revenue for the Special Assessment Revolving Fund is the repayment of past assessments. These assessments can be paid either in full or on an installment basis collected in conjunction with the annual property tax bill.

The fund is projected to have a cash deficit at the end of 2012 due to increased project activity (curb and gutter replacements associated with street reconstruction, for example) coupled with longer assessment revenue recoveries due to the slowdown of the economy. The City will continue to evaluate cash flow projections and options to address long-term implications.

2012  
EXECUTIVE  
OPERATING BUDGET

**REVERSE MORTGAGE FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Net Assets, January 1 (Due to SARF)</b>	\$ (397,231)	\$ (447,531)	\$ (354,980)	\$ (405,280)	\$ -
<b>SOURCES</b>					
Repayment of Principal on Loans	\$ 73,058	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Interest Income	26,299	5,000	5,000	5,000	-
Other	48	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 99,405</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>
<b>USES</b>					
Loan Disbursements	\$ 56,774	\$ 80,000	\$ 80,000	\$ 80,000	\$ -
Mortgage and Title Services	380	300	300	300	-
<b>TOTAL USES</b>	<u>\$ 57,154</u>	<u>\$ 80,300</u>	<u>\$ 80,300</u>	<u>\$ 80,300</u>	<u>\$ -</u>
<b>Net Assets, December 31 (Due to SARF)</b>	<u>\$ (354,980)</u>	<u>\$ (497,831)</u>	<u>\$ (405,280)</u>	<u>\$ (455,580)</u>	<u>\$ -</u>

The Reverse Mortgage Fund (SR73) accounts for the City-administered reverse mortgage program that enables elderly homeowners on fixed incomes to utilize equity in their homes to pay all or a portion of their annual property taxes. Eligibility guidelines are the same as for the City's Special Assessment Deferral Program. Twenty-four households are currently participating in this program, with total outstanding mortgages of approximately \$640,000.

The funding source for this reverse mortgage program is an interest-free loan from the Special Assessment Revolving Fund (SARF), and the negative fund balance at the beginning of any year represents the unpaid principal balance of that loan.



2012  
EXECUTIVE  
OPERATING BUDGET

**GENERAL LAND ACQUISITION FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 1,776,560	\$ 1,773,060	\$ 1,776,850	\$ 1,775,895	\$ -
<b>SOURCES</b>					
Land Sales	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Lease Payments	7,629	6,500	7,000	7,000	-
Promissory Notes	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ 7,629</u>	<u>\$ 6,500</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>	<u>\$ -</u>
<b>USES</b>					
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -
Holding Costs	7,339	10,000	7,955	10,000	-
Staff Charges	-	-	-	-	-
<b>TOTAL USES</b>	<u>\$ 7,339</u>	<u>\$ 10,000</u>	<u>\$ 7,955</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 1,776,850</u>	<u>\$ 1,769,560</u>	<u>\$ 1,775,895</u>	<u>\$ 1,772,895</u>	<u>\$ -</u>

Funded primarily with the proceeds from surplus land sales, the General Land Acquisition Fund (CL21) provides available resources for the acquisition of land for municipal purposes when unanticipated opportunities arise. Purchases from this fund may be completed to the extent that funds are available and specific Common Council approval is obtained.

2012  
EXECUTIVE  
OPERATING BUDGET

**BROWNFIELDS REMEDIATION REVOLVING LOAN FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
<b>SOURCES</b>					
State Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Promissory Note Proceeds	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>USES</b>					
Loans	\$ -	\$ 500,000	\$ 1,000,000	\$ -	\$ -
Other	-	-	-	-	-
<b>TOTAL USES</b>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 1,000,000</u>	<u>\$ 500,000.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The Brownfields Remediation Loan program is dedicated to providing loans and grants to businesses and other eligible entities for environmental site assessments, site investigations, remedial action plans and site clean up. In addition, this fund may be used to pay for the City costs of administering the program and marketing. The fund has been capitalized by a \$1 million grant from the State of Wisconsin. The fund is managed by the Department of Planning and Community and Economic Development per guidelines adopted on September 18, 2007 and as revised on February 26, 2010. Projects and associated funding will require Common Council approval. It is anticipated that the fund will be fully utilized in 2011.

2012  
EXECUTIVE  
OPERATING BUDGET

**HOME-BUY FUND**

	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projected</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
<b>Fund Balance, January 1</b>	\$ 104,285	\$ -	\$ 30,353	\$ -	\$ -
<b>SOURCES</b>					
Loan Repayments:					
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Principal	43,456	35,000	28,100	30,000	-
Transfer from Housing Rehab Fund	100,000	-	-	100,000	-
Application Fees	-	-	-	-	-
State Funds	38,486	300,000	131,194	42,716	-
<b>TOTAL SOURCES</b>	<b>\$ 181,942</b>	<b>\$ 335,000</b>	<b>\$ 159,294</b>	<b>\$ 172,716</b>	<b>\$ -</b>
<b>USES</b>					
Loans	\$ 234,000	\$ 305,000	\$ 162,300	\$ 155,973	\$ -
Staff Costs / Service Delivery	21,874	30,000	27,347	16,743	-
<b>TOTAL USES</b>	<b>\$ 255,874</b>	<b>\$ 335,000</b>	<b>\$ 189,647</b>	<b>\$ 172,716</b>	<b>\$ -</b>
<b>Fund Balance, December 31</b>	<b>\$ 30,353</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The HOME-BUY fund provides up to \$5,000 no-interest, deferred payment loans to assist eligible first-time home buyers with down payment and closing costs in the purchase of a home within the greater Madison area. In 2012, matching funds will be available to assist Home-Buy borrowers purchasing homes in the Allied Drive Phase 2 development. The Home-Buy program began in August of 1991 and through 2010 has assisted approximately 640 households for an approximate total investment of \$2 million. Funding is provided by the State of Wisconsin Division of Housing & Community Development through its Housing Cost Reduction Initiative (HCRI) program, available fund balance, loan repayments and program income. The Community Development Division (CDD) serves as the lead fiscal agency and the Economic Development Division provides loan administration under guidance of the Community Development Authority (CDA) and CDD.

2012  
EXECUTIVE  
OPERATING BUDGET

**HOUSING REHABILITATION SERVICES**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 985,164	\$ 490,559	\$ 637,631	\$ 388,229	\$ -
<b>SOURCES</b>					
Loan Repayments:					
Interest	\$ 62,755	\$ 55,000	\$ 59,000	\$ 60,000	\$ -
Principal	346,898	274,200	125,000	331,000	-
Principal Prepayment	-	-	-	-	-
Application Fees	9,950	4,500	5,100	5,500	-
New Federal Funds	17,805	330,000	65,000	94,450	-
<b>TOTAL SOURCES</b>	<u>\$ 437,408</u>	<u>\$ 663,700</u>	<u>\$ 254,100</u>	<u>\$ 490,950</u>	<u>\$ -</u>
<b>USES</b>					
Loans	\$ 588,077	\$ 896,673	\$ 415,702	\$ 718,579	\$ -
Transfer to HOME-Buy Fund	100,000	-	-	100,000	-
Staff Costs / Service Delivery	96,864	144,900	87,800	60,600	-
<b>TOTAL USES</b>	<u>\$ 784,941</u>	<u>\$ 1,041,573</u>	<u>\$ 503,502</u>	<u>\$ 879,179</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 637,631</u>	<u>\$ 112,686</u>	<u>\$ 388,229</u>	<u>\$ -</u>	<u>\$ -</u>

The Housing Rehabilitation Services Program (HRSP) provides loans for the rehabilitation of single-family to eight-unit buildings. Deferred payment loans are available to single-family homeowners at or below 80% of County median income, and installment loans are available to property owners who own a 1-8 unit building. In 2012, funding will continue to be available for loans to owners of 2-8 unit buildings on Lake Point Drive to enhance the exterior quality and aesthetics of their buildings. The HRSP was established in 1974 and through 2010 has closed 1,736 loans to assist 2,909 units for a total investment of \$28,955,029. Funding is provided through available fund balance, Community Development Block Grant (CDBG) funds, HOME funds, CDBG and HOME loan repayments, installment loan repayments, and Rehabilitation Program income. The Economic Development Division, in consultation with the Community Development Division (CDD), provides loan administration under the guidance of the Community Development Authority (CDA).

2012  
EXECUTIVE  
OPERATING BUDGET

**SCATTERED SITE FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 600,800	\$ 513,800	\$ 600,800	\$ 250,800	\$ -
<b>SOURCES</b>					
Loan Repayments:					
Appreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Principal	-	-	-	-	-
Transfer In (UDAG funds)	-	-	-	-	-
Application Fee	-	-	-	-	-
<b>TOTAL SOURCES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>USES</b>					
Loans	\$ -	\$ 200,000	\$ 350,000	\$ 250,800	
Staff Costs / Service Delivery	-	-	-	-	-
<b>TOTAL USES</b>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 350,000</u>	<u>\$ 250,800</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 600,800</u>	<u>\$ 313,800</u>	<u>\$ 250,800</u>	<u>\$ -</u>	<u>\$ -</u>

The Scattered Site Fund, established to broaden housing choices throughout the community, provides loans to non-profit organizations to help purchase residential properties outside of areas where service-enriched housing has traditionally been located. Housing operated as part of community correction programs is ineligible. The Community Development Division (CDD) provides loan administration under the guidance of the Community Development Block Grant Committee. Funding for this program is from repayments of Urban Development Action Grant loans.

2012  
EXECUTIVE  
OPERATING BUDGET

**HOMEBUYER'S ASSISTANCE PROGRAM**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
<b>Fund Balance, January 1</b>	\$ 408,539	\$ 270,184	\$ 327,851	\$ 114,851	\$ -
<b>SOURCES</b>					
Loan Repayments:					
Interest	\$ 10,077	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Principal	55,456	20,000	-	50,000	-
Application Fees	<u>2,420</u>	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL SOURCES</b>	<u>\$ 67,953</u>	<u>\$ 32,000</u>	<u>\$ 10,000</u>	<u>\$ 60,000</u>	<u>\$ -</u>
<b>USES</b>					
Loans	\$ 138,000	\$ 180,184	\$ 160,000	\$ 111,851	\$ -
Workforce Housing Loans	-	100,000	50,000	50,000	-
Staff Costs / Service Delivery	<u>10,641</u>	<u>22,000</u>	<u>13,000</u>	<u>13,000</u>	<u>-</u>
<b>TOTAL USES</b>	<u>\$ 148,641</u>	<u>\$ 302,184</u>	<u>\$ 223,000</u>	<u>\$ 174,851</u>	<u>\$ -</u>
<b>Fund Balance, December 31</b>	<u>\$ 327,851</u>	<u>\$ -</u>	<u>\$ 114,851</u>	<u>\$ -</u>	<u>\$ -</u>

The Homebuyer's Assistance program provides loans to eligible buyers to finance a portion of the acquisition and rehabilitation cost of an eligible property. These loans are available to owner-occupants/developers of 1-8 unit buildings. Short-term financing may be provided to qualifying developers to assist in land acquisition/construction of rehabilitation infill housing and housing conversion projects. The Homebuyer's Assistance Program began in 1974 and through 2010 has assisted the purchase and rehabilitation of 215 units, totaling \$3,535,650. Funding is from available fund balances, loan repayments, and program income. The Economic Development Division provides loan administration under the guidance of the Community Development Authority (CDA).

The use of \$50,000 in funding in 2012 is for the continued operation of a pilot Workforce Housing Healthy Neighborhood Initiative program for the Greenbush and Vilas Neighborhoods. The Program is being implemented in collaboration with Meriter, Common Wealth Development Corporation and WHEDA. Other major employers in the area are encouraged to participate.

In 2012, the Economic Development staff may investigate the feasibility of the City of Madison, as a major employer, establishing a City Employee Assisted Housing program.

2012  
EXECUTIVE  
OPERATING BUDGET

**INSURANCE FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Cash and Other Assets	\$ 4,358,208	\$ 5,193,482	\$ 4,931,384	\$ 4,757,648	\$ -
Claims Payable and Other Liabilities	<u>(2,271,225)</u>	<u>(3,000,000)</u>	<u>(3,232,823)</u>	<u>(3,200,000)</u>	<u>-</u>
Net Assets: January 1	\$ 2,086,983	\$ 2,193,482	\$ 1,698,561	\$ 1,557,648	\$ -
<b>REVENUES</b>					
Billings to Departments	\$ 750,000	\$ 750,000	\$ 761,087	\$ 750,000	\$ -
Interest Income	29,440	20,000	16,000	16,000	-
Insurance Recoveries	694,862	250,000	250,000	250,000	-
Miscellaneous Revenue	26,120	30,000	25,000	25,000	-
WMMIC Dividend	<u>369,428</u>	<u>400,000</u>	<u>400,000</u>	<u>375,000</u>	<u>-</u>
Total Revenues	\$ 1,869,850	\$ 1,450,000	\$ 1,452,087	\$ 1,416,000	\$ -
<b>EXPENSES</b>					
Liability Premium	\$ 367,224	\$ 395,000	\$ 403,000	\$ 415,000	\$ -
Property Premium	312,051	350,000	330,000	350,000	-
Other Premiums	51,378	55,000	50,000	55,000	-
Claims	207,369	200,000	200,000	200,000	-
Reserve Adjustment	553,758	-	-	-	-
Interest Expense	-	-	-	-	-
Loss Payments to Departments	603,587	250,000	250,000	250,000	-
Driver Simulator	-	200,000	200,000	-	-
Administrative Expense	<u>162,905</u>	<u>160,000</u>	<u>160,000</u>	<u>165,000</u>	<u>-</u>
Total Expenses	\$ 2,258,272	\$ 1,610,000	\$ 1,593,000	\$ 1,435,000	\$ -
Net Assets: December 31	\$ 1,698,561	\$ 2,033,482	\$ 1,557,648	\$ 1,538,648	\$ -
Net Asset Goal	<u>1,500,000</u>	<u>1,550,000</u>	<u>1,550,000</u>	<u>1,550,000</u>	<u>-</u>
Surplus (Deficiency)	<u>\$ 198,561</u>	<u>\$ 483,482</u>	<u>\$ 7,648</u>	<u>\$ (11,352)</u>	<u>\$ -</u>

Note on Reserve Policy:

The City's Insurance Fund reserve policy is to maintain a net asset balance equal to or greater than the current year aggregate self-insured retention (SIR) contained in the City's liability insurance coverage as established by Wisconsin Municipal Mutual Insurance Company (WMMIC) policy.

The City of Madison aggregate SIR for 2012 is \$1.55 million. Based on the reserve policy, the Insurance Fund is expected to be deficient of its net asset goal by \$11,352 at the end of 2012. Claims are reserved at a 95% confidence level.

2012  
EXECUTIVE  
OPERATING BUDGET

**WORKERS COMPENSATION FUND**

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Projected</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Cash and Other Assets	\$ 9,359,381	\$ 10,426,496	\$ 11,095,374	\$ 10,927,010	\$ -
Claims Payable and Other Liabilities	<u>(10,957,795)</u>	<u>(10,400,000)</u>	<u>(11,831,071)</u>	<u>(11,800,000)</u>	<u>-</u>
Net Assets: January 1	\$ (1,598,414)	\$ 26,496	\$ (735,697)	\$ (872,990)	\$ -
 <b>REVENUES</b>					
Billings to Departments	\$ 3,500,000	\$ 3,500,000	\$ 3,492,707	\$ 3,500,000	\$ -
Appropriation from Other Funds	2,000,000	-	-	-	-
Misc. Revenue (3rd Party Subrogation)	<u>16,090</u>	<u>40,000</u>	<u>75,000</u>	<u>50,000</u>	<u>-</u>
Total Revenue	\$ 5,516,090	\$ 3,540,000	\$ 3,567,707	\$ 3,550,000	\$ -
 <b>EXPENSES</b>					
Workers' Compensation Losses Paid	\$ 3,283,077	\$ 3,000,000	\$ 3,250,000	\$ 3,250,000	\$ -
Actuarial Reserve Adjustment	816,599	-	-	-	-
Legal Services	61,673	50,000	50,000	50,000	-
Outside Services	181,702	240,000	140,000	150,000	-
Administrative Expense	62,800	65,000	65,000	65,000	-
Insurance	<u>247,522</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>-</u>
Total Expenses	\$ 4,653,373	\$ 3,555,000	\$ 3,705,000	\$ 3,715,000	\$ -
 Net Assets: December 31	 \$ (735,697)	 \$ 11,496	 \$ (872,990)	 \$ (1,037,990)	 \$ -
Net Asset Goal	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>-</u>
Deficiency	<u>\$ (1,335,697)</u>	<u>\$ (588,504)</u>	<u>\$ (1,472,990)</u>	<u>\$ (1,637,990)</u>	<u>\$ -</u>

Note on Workers Compensation Fund Policy:

The City's Workers Compensation Fund policy is to maintain a net asset balance equal to or greater than the current self-insured retention (SIR) contained in the City's excess Workers Compensation insurance policy. In 2009, the SIR increased from \$550,000 to \$600,000. Claims are reserved at a 95% confidence level.

Based on activity projected through 2012, the Workers Compensation Fund is expected to be deficient of the net asset goal by \$1,637,990.



**CITY OF MADISON**

**2012**

**EXECUTIVE  
OPERATING BUDGET**

**AGENCY  
BUDGETS**

## INTRODUCTION TO AGENCY BUDGETS

### *Budget Requests: Target and Supplemental Requests*

Agencies were instructed to submit a 2012 budget request that was equal to 95 percent of the 2011 adopted budget. Some agencies were given adjusted targets in recognition of additional funding needed to maintain the current level of service. Agencies could also submit supplemental budget requests to continue existing services.

### *Budget Supplement Document*

As in past years, the "Budget Supplement" is available as a separate document. It includes detailed information by agency for permanent salaries, minor object codes, inter-agency billings, and capital assets.

### *Enterprise Funds*

The operating budget includes revenue and expenditure information pertaining to several City enterprises. Operations of the Parking Utility, Sewer Utility, Stormwater Utility and Water Utility have historically been fully supported by enterprise revenues and have required no General Fund subsidy or contribution. There has been no subsidy budgeted for the Golf Enterprise. The budget contains appropriations to other enterprises including Metro Transit and Monona Terrace (from the Room Tax Fund).

Those enterprises subsidized by the General Fund receive an appropriation consistent with the budgeted level. Savings resulting from lower than anticipated expenses and revenues generated in excess of budgeted levels are maintained in the individual enterprise operating funds. This policy affords enterprise managers the opportunity to utilize positive budget variances to benefit future year operations. It also builds capacity to respond to future budget shortfalls from enterprise resources, without affecting General Fund expenditure levels.

### *New Budget Presentations in 2012*

The Community Development Block Grant (CDBG) agency was removed from the Community Development Division and recreated as a separate agency. Funding for the Overture Center is included in the budget of the Planning Division, in conjunction with existing funding for the Madison Arts Program Administrator and arts and performance contracts. Under new organizational agreements, effective January 1, 2012, the City will provide financial support for Overture Center operations, but a budget for the Overture Center will no longer be presented as part of the City operating budget.

### *New Budget Presentations in 2011*

In anticipation of the City's new financial system, many agencies revised their service structure. In some cases, it was not feasible to restate the prior year data to the new services. The budget displays "detail not available" for those agencies.

The remainder of the Community Development Block Grant agency was moved to the Community Development Division. The Pool agency was incorporated into the Parks Division as a separate service, Madison City Channel was incorporated as a service within Information Technology, and the Public Works and Transportation Team Leader's salary and benefits were transferred to the Streets Division.

### *New Budget Presentations in 2010*

The Special Assessment Revolving Fund cash flow statement was added to the Special Fund Statements section of the Operating Budget.

The Community Development Division budget was reorganized to include the budgets of the Office of Community Services, CDBG, and the Senior Center. The CDBG service within the Community Development Division is comprised solely of staff salary and benefit expense for the administration of CDBG programs, offset entirely by Federal grant funds. The CDBG Federal program grant allocations were retained within the existing budget for CDBG, agency 26.

# Fire

Agency Number: **72**  
Budget Function: **Public Safety**

The mission of the Madison Fire Department is to protect life and property from the dangers of fire and major disaster. Though striving to be proactive by aggressive code enforcement and community education, the Department must be prepared to prevent conflagration and catastrophe by maintaining a competent suppression capability. Cross-training of fire suppression personnel allows the Department to provide premiere pre-hospital emergency medical care, extrication, hazardous material release management and water rescue.

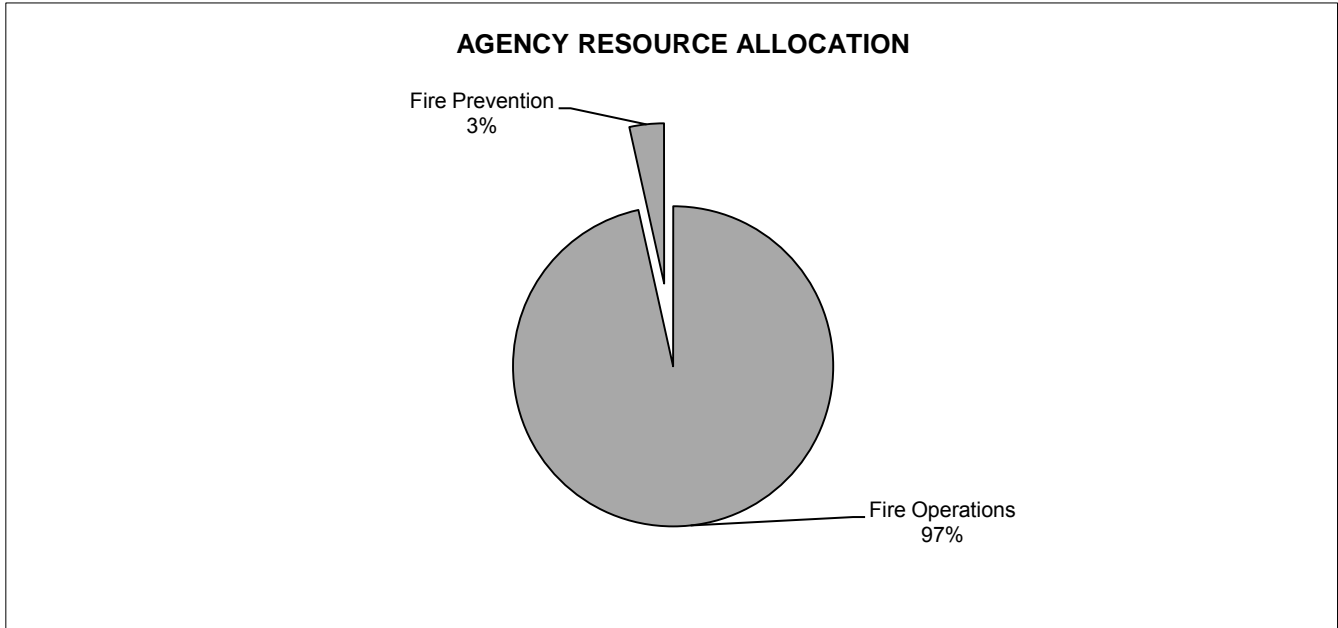
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Fire Operations	\$ 39,672,218	\$ 41,635,341	\$ 41,633,191	\$ 39,861,435	\$ 41,798,232	\$ 0
Fire Prevention	<u>1,279,573</u>	<u>1,636,695</u>	<u>1,638,845</u>	<u>1,510,170</u>	<u>1,510,170</u>	<u>0</u>
<b>Agency Total</b>	<u>\$ 40,951,790</u>	<u>\$ 43,272,036</u>	<u>\$ 43,272,036</u>	<u>\$ 41,371,605</u>	<u>\$ 43,308,402</u>	<u>\$ 0</u>

## Executive Budget Highlights

The Budget includes:

1. The goal of maintaining a minimum daily staffing level of 78. The staffing level assumes both the continuation of creative staffing methods developed by labor and management to optimize personnel resources and an absence level based on future projections and past experience.
2. Matching funding for the SAFER Grant of 18 firefighter positions.
3. Funding to conduct a promotional process for apparatus engineers.
4. Authorization for a fall recruit class with no specific funding in the budget, as is typical of past practice.
5. Upon a vacancy occurring, any Fire Inspector position may be deleted and a non-commissioned Code Enforcement Officer 3 position may be created.

## Fire



### **Budget Service Descriptions:**

#### **Fire Operations**

Operations is responsible for emergency response and non-emergency services. All staff and support costs related to providing this service are included. The Department provides fire, emergency medical care, lake rescue, hazardous materials and other disaster responses in providing for the preservation of life and property. Personnel also conduct semi-annual inspections, perform fire safety education functions, and participate in community events. The Department also serves as a County and Regional Hazardous Materials Response Team.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Executive</u></b>
Total Expenditures	\$ 40,807,180	\$ 42,392,388	\$ 42,294,518
Less Inter-Agency Billings	1,134,963	757,047	496,286
<b>Net Total</b>	<b><u>\$ 39,672,218</u></b>	<b><u>\$ 41,635,341</u></b>	<b><u>\$ 41,798,232</u></b>

## Fire Prevention

The Fire Prevention Division provides fire safety education, fire inspection, fire protection engineering, public information, elevators and fire/arson investigation services. Fire and life safety and harm prevention education is available to the community and is routinely provided to children, business and industry, and the elderly. Fire inspections are conducted semi-annually or annually in all commercial buildings and residential occupancies. Technical code issues are managed by the Fire Protection Engineering Unit of the Division. The Division is responsible for management of the Department's media information relative to emergency incidents. All fires are investigated to determine the origin, cause, and circumstances surrounding those fires and provide expert witness testimony in civil litigation and criminal prosecution. The elevator inspection program is responsible for overseeing the safety of all elevators, escalators and vertical conveyances. Every unit is inspected on an annual basis for compliance with national, state and local ordinances. In addition, all elevator installations and modifications are submitted for plan review and inspection.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 2,335,717	\$ 2,496,815	\$ 2,496,845
Less Inter-Agency Billings	<u>1,056,145</u>	<u>860,120</u>	<u>986,675</u>
Net Total	<u>\$ 1,279,573</u>	<u>\$ 1,636,695</u>	<u>\$ 1,510,170</u>

### Fire Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 25,029,604	\$ 25,885,919	\$ 25,885,919	\$ 24,727,848	\$ 26,084,700	\$ 0
Hourly Employee Pay	6,756	0	0	0	0	0
Overtime Pay	795,224	759,847	759,847	668,447	668,447	0
Fringe Benefits	11,986,353	12,558,848	12,558,848	11,977,598	12,630,243	0
Purchased Services	1,216,194	1,386,470	1,389,670	1,274,411	1,274,411	0
Supplies	1,030,988	1,103,984	1,113,284	1,041,892	969,192	0
Inter-Departmental Charges	3,077,780	3,162,135	3,162,135	3,164,370	3,164,370	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	32,000	32,000	0	0	0
Total Expenditures	<u>\$ 43,142,897</u>	<u>\$ 44,889,203</u>	<u>\$ 44,901,703</u>	<u>\$ 42,854,566</u>	<u>\$ 44,791,363</u>	<u>\$ 0</u>
Inter-Agency Billings	<u>2,191,107</u>	<u>1,617,167</u>	<u>1,629,667</u>	<u>1,482,961</u>	<u>1,482,961</u>	<u>0</u>
Net Budget	<u>\$ 40,951,790</u>	<u>\$ 43,272,036</u>	<u>\$ 43,272,036</u>	<u>\$ 41,371,605</u>	<u>\$ 43,308,402</u>	<u>\$ 0</u>

## Police

Agency Number: 71  
Budget Function: Public Safety

The mission of the Police Department is 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 Trust-Based Policing which include the following components: Citizen Involvement, Problem Solving and Quality Focus, Ethical Behavior, Recognition of Trust Challenges, Situational Leadership, and Employee Value. It is our goal to incorporate these values at all levels in the organization, and throughout our interactions with the community.

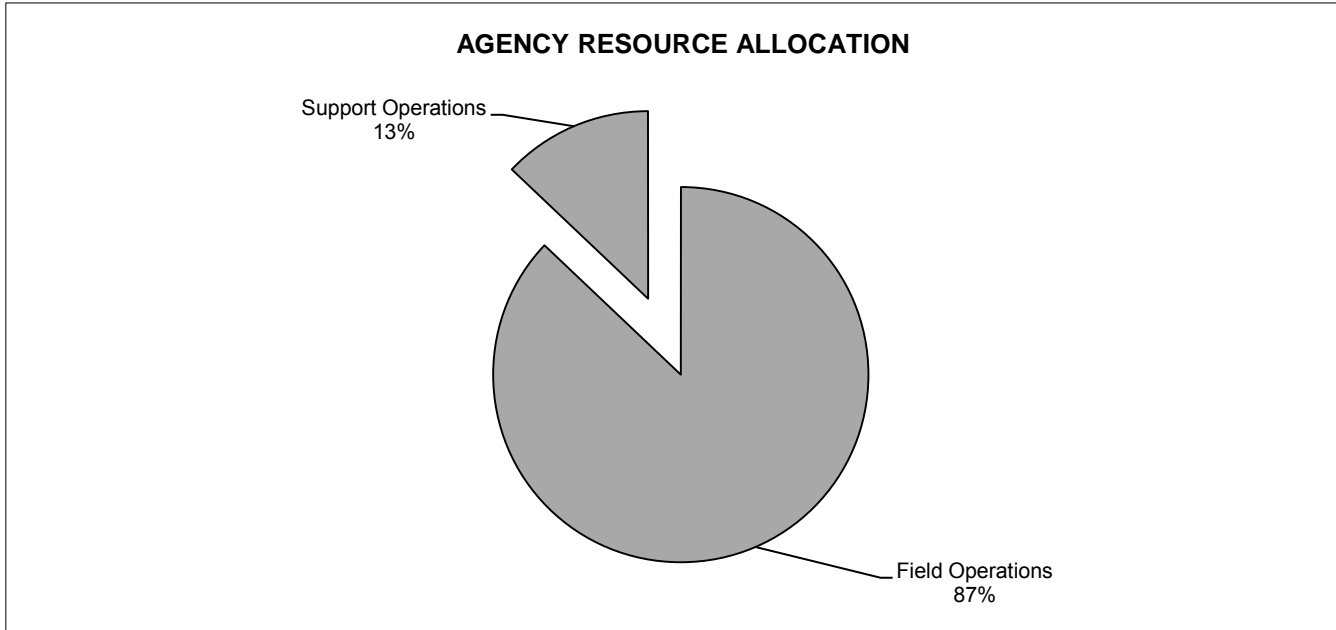
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Field Operations	\$ 54,870,942	\$ 52,255,635	\$ 53,595,045	\$ 49,854,722	\$ 53,422,889	\$ 0
Support Operations	5,602,177	8,289,986	8,508,026	7,856,618	7,928,791	0
<b>Agency Total</b>	<b>\$ 60,473,120</b>	<b>\$ 60,545,621</b>	<b>\$ 62,103,071</b>	<b>\$ 57,711,340</b>	<b>\$ 61,351,680</b>	<b>\$ 0</b>

### **Executive Budget Highlights**

The Budget includes:

1. Addition of three Police Officer positions, funded by a federal COPS hiring grant for three years. The intent, per the grant application, is to increase staff to the Special Investigative Unit initiative by three positions after training is complete. Additional costs for radios and other initial equipment are funded in this budget.
2. Revenue and expenditures associated with the indoor firing range and several classrooms. The Department will begin to host trainings and lease the training facility.
3. Addition of several funds that were previously separate special revenue funds. These funds, such as special duty, were reclassified in accordance with accounting guidelines. The addition of these funds results in increases in several line items, including overtime and offsetting revenues.
4. Reductions in numerous expenditure items and addition of revenue, totaling more than \$500,000.

**Police**



**Budget Service Descriptions:**

**Field Operations**

Field Operations consists of the five patrol districts (West, South, Central, East, and North) and their respective Detective Units, Community Policing Teams, Educational Resource Officers and Neighborhood Officers. Additionally, Field Operations includes the Dane County Narcotics & Gang Task Force; Safety Education; Crime Prevention & Gang Unit; Criminal Intelligence Section; Forensics Unit; Criminal Investigative Unit; Traffic Enforcement Safety Team; Officers in Charge; and Traffic Crash Investigation Officers. It provides the following services: protects the constitutional rights of all people and resolves conflicts; responds to calls for police service; identifies criminal offenders, activities, and patterns; collects and analyzes forensic evidence; apprehends offenders and participates in court proceedings; develops foot, bicycle and car patrols throughout the City; works with the community to identify and resolve conflicts/problems; facilitates the safety of people and vehicles through enforcement of traffic and parking regulations; investigates traffic accidents; identifies public safety hazards and conditions; provides exceptional training for new recruits; and maintains public peace and order during civil demonstrations and strikes. Non-commissioned field services include Parking Enforcement and School Crossing Safety.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<u>Actual</u>	<u>Adopted</u>	<u>Executive</u>
Total Expenditures	\$ 56,110,461	\$ 53,443,819	\$ 54,951,167
Less Inter-Agency Billings	1,239,519	1,188,184	1,528,278
Net Total	<u>\$ 54,870,942</u>	<u>\$ 52,255,635</u>	<u>\$ 53,422,889</u>

## Support Operations

Supportive services are provided by commissioned and non-commissioned personnel committed to planning, financial management, grants management, record keeping, information access, property processing and storage, transcription of reports, services to municipal courts, maintenance of technology services, continuing education and skill development. While many specialized activities are involved in supportive services, the Department continues to pursue improvement through strategic planning and collaborative work with private as well as public service providers.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 5,728,013	\$ 8,446,070	\$ 8,135,049
Less Inter-Agency Billings	<u>125,835</u>	<u>156,084</u>	<u>206,258</u>
Net Total	<u>\$ 5,602,177</u>	<u>\$ 8,289,986</u>	<u>\$ 7,928,791</u>

## Police Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 35,243,581	\$ 34,782,089	\$ 35,432,089	\$ 33,086,513	\$ 35,620,089	\$ 0
Hourly Employee Pay	105,838	134,432	134,432	117,100	123,400	0
Overtime Pay	2,161,406	2,221,033	2,546,033	2,194,733	2,232,346	0
Fringe Benefits	18,208,284	18,372,627	18,717,627	17,600,407	18,791,408	0
Purchased Services	1,761,708	1,934,744	1,934,744	1,907,468	1,908,093	0
Supplies	1,067,218	1,063,950	1,156,400	999,625	933,370	0
Inter-Departmental Charges	3,277,835	3,381,014	3,526,014	3,477,510	3,477,510	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>12,605</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 61,838,474	\$ 61,889,889	\$ 63,447,339	\$ 59,383,356	\$ 63,086,216	\$ 0
Inter-Agency Billings	<u>1,365,355</u>	<u>1,344,268</u>	<u>1,344,268</u>	<u>1,672,016</u>	<u>1,734,536</u>	<u>0</u>
Net Budget	<u>\$ 60,473,120</u>	<u>\$ 60,545,621</u>	<u>\$ 62,103,071</u>	<u>\$ 57,711,340</u>	<u>\$ 61,351,680</u>	<u>\$ 0</u>



## Public Health Madison and Dane County

Agency Number: **77**  
 Budget Function: **Health**

Public Health Madison and Dane County is a joint agency of the City of Madison and Dane County responsible for promotion of wellness, prevention of disease and provision of a healthful environment. The Department serves as an initiator, advocate and provider of preventive services to identify and minimize health risk. The Department collaborates with other professionals and consumers in the development of a systematic, community-wide network of services.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Health Administration				\$ 576,982	\$ 571,993	\$ 0
Animal Services				351,974	349,525	0
Health Services				2,003,301	1,755,997	0
Environmental Health				121,332	118,034	0
Community Health				1,136,535	1,416,156	0
Licensed Establishments				(66,759)	0	0
Laboratory Services				139,648	137,147	0
Emergency Preparedness				83,608	82,589	0
<b>Agency Total</b>	<b>\$ 4,168,883</b>	<b>\$ 4,092,971</b>	<b>\$ 4,114,571</b>	<b>\$ 4,346,621</b>	<b>\$ 4,431,441</b>	<b>\$ 0</b>

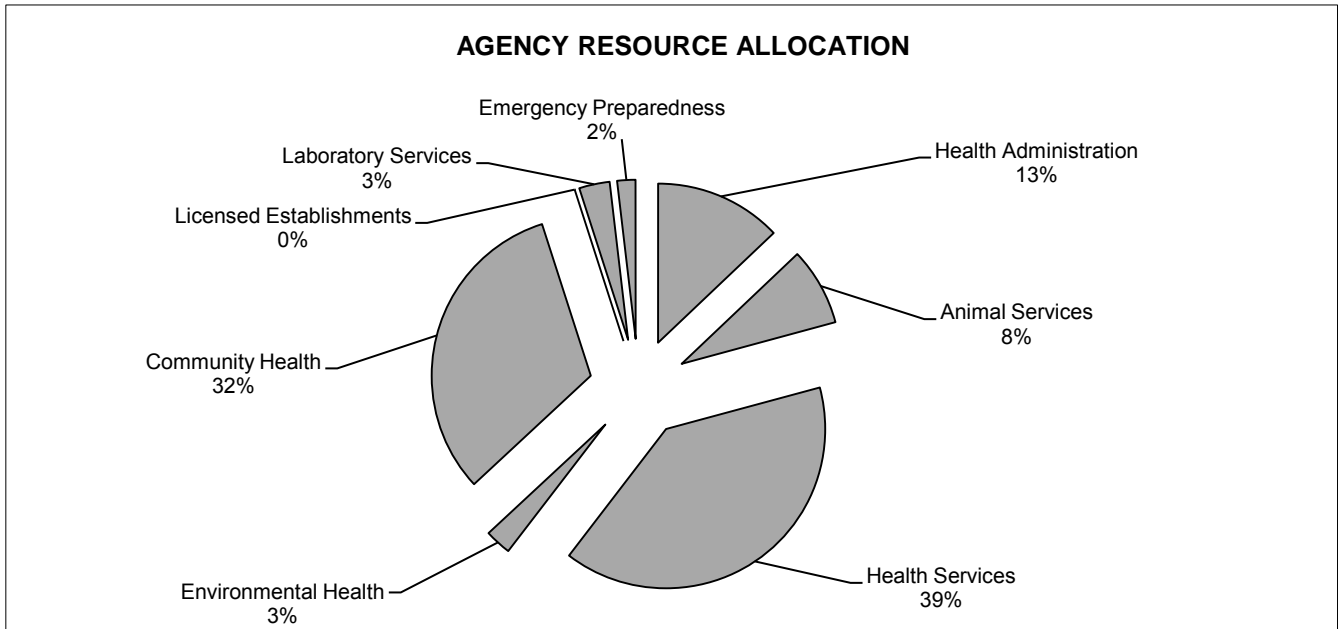
Detail not available.

### Executive Budget Highlights

The Budget includes:

1. Public Health is a joint venture with tax levy support divided between the City and the County based upon equalized valuation. Joint costs for 2012 total \$9,200,191, net of revenues received from grants and fees. The City levy will support \$4,097,765 (44.540%) of these costs, and County general purpose revenues will carry the remaining \$5,102,426 (55.460%).
2. A reorganization of the Women, Infants, and Children (WIC) Program will be implemented with this budget. The WIC Program will be restructured so that instead of holding clinics in two locations each day, one clinic with hours extended into the early evening will be offered on most days. Clients in outlying areas will also have to come to Madison for certification. The net effect of all of the various changes will reduce tax levy / GPR funding for WIC by approximately \$440,000. With this reduction, about \$400,000 in levy / GPR support will be provided for WIC in 2012.
3. A new Heroin / Opiates Program will be established in 2012. Joint costs of \$60,000 will be shared (\$26,724 City / \$33,276 County). The City of Madison will fund an additional \$18,276 for services within the City, bringing total City support to \$45,000.
4. Funding of \$107,400 for a new type of Neighborhood Coordinator position is included. This position will be paid for by the City of Madison, and work only within the City. The Coordinator will be strongly committed to Public Health, neighborhoods, and Neighborhood Resource Teams.
5. Application of \$232,000 of Public Health reserves is budgeted, down from \$580,000 in 2011.
6. The budget includes the layoff of five employees (4.6 FTEs, related to the WIC reorganization) and the elimination of an additional 3.2 vacant FTEs. In addition, there are 9.4 FTEs that are de-funded and will remain vacant throughout 2012, with an additional hire delayed until late October 2012.
7. In addition to sharing the joint costs, the City of Madison will provide an additional \$208,000 for community agency contracts, with \$188,000 for Access Community Health Center and \$20,000 for the Safe Communities Coalition. With these contracts, along with added support for the Heroin / Opiates Program (\$18,276), and the new Neighborhood Coordinator position (\$107,400), total support from the City of Madison will total \$4,431,441 in 2012. Dane County also supports additional community agency contracts, but since these are separated from the Public Health budget for accounting purposes they are not included in this budget except in memo form.

**Public Health Madison and Dane County**



**Budget Service Descriptions:**

**Health Administration**

There are components of the Public Health budget which are difficult to attribute to specific programs. The work of the Director, Public Information Officer, Director of Operations, payroll and purchasing applies to all programs. In addition, expenses for items such as insurance, clerical pool coverage, document services, computer equipment replacement, and workers compensation are all expenses incurred by the agency as a whole, but are not attributable to a particular program.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 1,520,924
Less Inter-Agency Billings	Detail not available.		948,931
Net Total			<u>\$ 571,993</u>

## Animal Services

**Mission:**

To serve the health, public safety, and welfare needs of people and animals in the City of Madison and Dane County by responsibly and humanely enforcing animal-related laws, educating the public about responsible animal ownership, and providing pick up services for the stray, abandoned, impounded, injured, and orphaned animals (domestic and wild) of Madison and Dane County.

**Description:**

Specialized work in the enforcement of County Statutes governing animal control, care, health, and welfare. Investigating and resolving complaints, impounding stray, injured, or sick animals.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,027,744
Less Inter-Agency Billings			678,219
Net Total			\$ 349,525

## Health Services

- Maternal Child Health—including prenatal care coordination for women with no health coverage and breastfeeding education,
- Oral Health—focusing on prevention among children,
- Wisconsin Well Woman Program—offers breast and cervical cancer screening for women with no health coverage,
- Immunizations,
- STI/HIV Services,
- Tuberculosis (TB) monitoring and control,
- Refugee Health Screening and Case Management.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 4,783,839
Less Inter-Agency Billings			3,027,842
Net Total			\$ 1,755,997

## Environmental Health

Public Health Madison and Dane County environmental protection work encompasses a wide array of services aimed at protecting environmental health. These services include well and septic inspection, management of the Clean Sweep program, environmental epidemiology, West Nile Virus control, tobacco control, radon and lead protection, and drinking water monitoring.

Service Summary			
	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Executive</u>
Total Expenditures	Detail not available.		\$ 1,200,211
Less Inter-Agency Billings			<u>1,082,177</u>
Net Total			<u>\$ 118,034</u>

## Community Health

- Intake and Outbreak Management—including investigations of communicable disease,
- The Women, Infants, and Children Supplemental Nutrition Program (WIC),
- Health Promotion,
- Chronic Disease Prevention.

Service Summary			
	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Executive</u>
Total Expenditures	Detail not available.		\$ 4,094,791
Less Inter-Agency Billings			<u>2,678,635</u>
Net Total			<u>\$ 1,416,156</u>

## Licensed Establishments

The Licensed Establishment programs include all restaurants, retail food stores, school food programs, public pools, hotels, motels, Bed and Breakfasts, recreational-educational camps, campgrounds, body art establishments and mobile home park inspections in Madison and Dane County. All facilities are inspected at least annually with follow-up inspections and enforcement as necessary to correct violations and assure the health and safety of people using the facilities. Schools and food establishments with recurring violations will be inspected more frequently. Pools are visited more frequently for water monitoring and safety inspections. Education is routinely provided to the operators at time of inspection. Food service facilities receive the Foodfacts newsletter one to two times per year to update operators on the latest food safety information or code changes. Bacteriological testing is done on ready-to-eat deli salads, soft serve products and public pools. Quarterly meetings are held with the Safe Food Advisory Committee to receive industry input to the food safety programs.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,582,998
Less Inter-Agency Billings			1,582,998
Net Total			\$ 0

## Laboratory Services

The Public Health Laboratory provides sample collection, analysis, interpretation and advice on environmental sample quality. The Laboratory:

- Monitors landfill groundwater, drinking water, and recreational water to protect the environment and prevent adverse impacts on health;
- Evaluates water quality from storm and non-storm releases to assure compliance with regulations;
- Responds to environmental spills and hazardous materials releases;
- Monitors food safety by testing for microbial contamination in food samples ; and
- Collaborates with other municipal, state and federal agencies on environmental projects.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 809,909
Less Inter-Agency Billings			672,762
Net Total			\$ 137,147

## Emergency Preparedness

The Public Health preparedness program focuses on meeting, planning, training and exercising all public health staff to prepare for possible public health emergencies, including natural disasters, epidemics, pandemics or terrorist events. The Department Emergency Response Team meets monthly to share information and plan as necessary. Department staff, including the two Emergency Preparedness Coordinators, attend regular meetings with City of Madison and Dane County Emergency Preparedness and the Metropolitan Medical Response System (MMRS). Additionally, the Department is the fiscal agent and member of a regional public health consortium for emergency preparedness that includes 15 other public health departments in southern Wisconsin.

Service Summary			
	2010 Actual	2011 Adopted	2012 Executive
Total Expenditures			\$ 416,427
Less Inter-Agency Billings	Detail not available.		333,838
Net Total			\$ 82,589

## Community Agency Contracts - Detail

Public Health--Madison and Dane County has contracts with community agencies for Public Health services. These contracts come in two forms—fee-for-service (FFS) contracts and grant-like agreements. The fee-for-service contracts are for essential Public Health services that are not offered by the Department. Grants are used to support specific projects and organizations. Fee-for-service contracts are part of the Public Health budget. Grants are administered on behalf of the County or City.

	Joint (FFS)	County Grant	City Grant	Total
<b>Access Community Health Center</b>				
- Diagnosis / treatment of sexually transmitted infection	\$ 85,000	\$ -	\$ -	\$ 85,000
- Emergency dental care and dental services	55,000	-	-	55,000
- Primary health care and maternal and child services	-	-	188,000	188,000
<b>University Health Services (Blue Bus)</b>				
- Diagnosis / treatment of sexually transmitted infection	12,000	-	-	12,000
<b>MATC - School of Dental Hygiene</b>				
- Comprehensive dental care to low-income children	20,000	-	-	20,000
<b>Safe Communities Coalition</b>				
- Injury prevention and reduction	-	-	20,000	20,000
<b>AIDS Network</b>				
- Needle exchange program	-	-	-	-
- Case management services	-	-	-	-
- Outreach - Health Screening	-	-	-	-
<b>AIDS Resource Center of Wisconsin</b>				
- Needle exchange	-	-	-	-
<b>Heroin / Opiates Program (New)</b>				
Shared costs (\$26,724 City / \$33,276 County)	60,000	-	-	60,000
Additional City Support	-	-	18,276	18,276
<b>Total Community Agency Contracts</b>	<b>\$232,000</b>	<b>\$0</b>	<b>\$226,276</b>	<b>\$458,276</b>

**Public Health Madison and Dane County  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 8,847,097	\$ 8,857,892	\$ 8,857,892	\$ 8,861,475	\$ 8,803,535	\$ 0
Hourly Employee Pay	161,425	103,669	103,669	105,812	105,812	0
Overtime Pay	55,160	11,300	11,300	56,398	56,398	0
Fringe Benefits	3,664,389	3,545,316	3,545,316	3,610,307	3,640,993	0
Purchased Services	2,117,138	2,234,759	2,256,359	2,041,568	2,119,844	0
Supplies	336,308	460,459	460,459	322,010	322,010	0
Inter-Departmental Charges	109,716	205,376	205,376	196,787	196,787	0
Debt/Other Financing Uses	1,068,390	156,515	156,515	191,464	191,464	0
Capital Assets	52,890	0	0	0	0	0
Total Expenditures	\$ 16,412,511	\$ 15,575,286	\$ 15,596,886	\$ 15,385,821	\$ 15,436,843	\$ 0
Inter-Agency Billings	12,243,628	11,482,315	11,482,315	11,039,200	11,005,402	0
Net Budget	\$ 4,168,883	\$ 4,092,971	\$ 4,114,571	\$ 4,346,621	\$ 4,431,441	\$ 0

## Common Council

Agency Number: **06**  
 Budget Function: **General Government**

The Common Council has responsibility for the management and control of City property, finances, highways, navigable waters, and public service; and has the power to act for the government and the good order of the City, for its commercial benefit and for the health, safety, and welfare of the public. It may carry out its power by license, regulation, suppression, borrowing of money, tax levy, appropriation, fine, imprisonment, confiscation and other necessary or convenient means. (Section 62.11 Wisconsin Statutes.)

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Common Council	374,560	412,897	412,897	370,341	430,341	0
<b>Agency Total</b>	<b>\$ 374,560</b>	<b>\$ 412,897</b>	<b>\$ 412,897</b>	<b>\$ 370,341</b>	<b>\$ 430,341</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Partial year funding of \$60,000 (including benefits) for a Research Analyst position. This position was funded effective July 1, 2011, in the 2011 Adopted Budget but has not been filled.



**Common Council**

**Budget Service Descriptions:**

**Common Council**

The Common Council, established by State Statute, is responsible for policy determination for the City of Madison. The Council is comprised of 20 elected members, meets generally on the first and third Tuesdays of each month, and acts on proposed legislation, policy matters, and other City business. Council members also meet many times throughout the month in board, commission, and committee meetings. Information is received from and disseminated to constituents through meetings, newsletters, correspondence, phone calls, surveys, and questionnaires.

The Council office provides staffing through the Administrative Assistant and the Secretary 1, who perform various administrative, management, and clerical functions for Council members.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 379,191	\$ 412,897	\$ 430,341
Less Inter-Agency Billings	4,631	0	0
Net Total	<u>\$ 374,560</u>	<u>\$ 412,897</u>	<u>\$ 430,341</u>

**Common Council  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 101,352	\$ 127,057	\$ 127,057	\$ 98,321	\$ 140,426	\$ 0
Hourly Employee Pay	155,033	157,612	157,612	158,962	158,962	0
Overtime Pay	3,331	1,095	1,095	1,095	1,095	0
Fringe Benefits	53,556	66,267	66,267	54,158	72,053	0
Purchased Services	11,841	12,026	12,026	12,026	12,026	0
Supplies	25,179	21,765	21,765	21,765	21,765	0
Inter-Departmental Charges	13,293	3,575	3,575	514	514	0
Debt/Other Financing Uses	15,605	23,500	23,500	23,500	23,500	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 379,191	\$ 412,897	\$ 412,897	\$ 370,341	\$ 430,341	\$ 0
Inter-Agency Billings	4,631	0	0	0	0	0
Net Budget	<u>\$ 374,560</u>	<u>\$ 412,897</u>	<u>\$ 412,897</u>	<u>\$ 370,341</u>	<u>\$ 430,341</u>	<u>\$ 0</u>

# Mayor

Agency Number: 08  
Budget Function: General Government

The Mayor's Office ensures and directs the provision of municipal services by proposing, promoting and reviewing policies to be adopted by the City; establishing administrative procedures; and evaluating and implementing existing City procedures and policies.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Mayor	1,223,542	1,312,994	1,312,994	1,239,786	1,134,786	0
<b>Agency Total</b>	<b>\$ 1,223,542</b>	<b>\$ 1,312,994</b>	<b>\$ 1,312,994</b>	<b>\$ 1,239,786</b>	<b>\$ 1,134,786</b>	<b>\$ 0</b>

## Executive Budget Highlights

The Budget includes:

1. Elimination of the position of Fiscal Efficiency Auditor, for a savings of approximately \$100,000 (including salary and benefits).
2. Additional savings of approximately \$132,000 in salary and benefit expense due to turnover of Mayoral staff.
3. Additional funding of \$20,000 representing the loss of funds from the UW-Madison in support of the Alcohol Policy Coordinator position. Effective July, 2012, the position will be funded entirely with City dollars and the focus of this position will be broadened to include substance abuse issues in general and to help build neighborhood capacity to more effectively address these issues.

**Mayor**

**Budget Service Descriptions:**

**Mayor**

The Mayor's Office directs City officers in the performance of their duties and responsibilities and supervises the development and implementation of operational goals for City agencies. It appoints and evaluates agency heads as provided by ordinance, reviews agency plans, policies and procedures for soundness and proper coordination, and provides direct guidance to agencies experiencing significant policy or organizational difficulties. It directs inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency. The Mayor's Office submits an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies.

The Mayor's Office is responsible for encouraging citizen participation in City government by making citizen appointments to City committees; training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements; maintaining a database of citizen candidates interested in appointment to City committees; and responding to concerns and initiatives presented by citizens and assisting them in their relations with City agencies. The Mayor's Office monitors State and national issues that affect the welfare of City residents. This includes representing the City's interests in the State budget process, State legislation and administration, acting as liaison with the City's State legislative delegation, and maintaining contact with State and Federal legislators and administrators. The Mayor's Office provides public information through preparing and distributing press releases, position papers and correspondence, scheduling and conducting press conferences and interviews, representing the City at civic meetings and official functions and responding to inquiries from the press, organizations and individuals.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Executive</u></b>
Total Expenditures	\$ 1,246,736	\$ 1,350,777	\$ 1,154,524
Less Inter-Agency Billings	<u>23,194</u>	<u>37,783</u>	<u>19,738</u>
Net Total	<u>\$ 1,223,542</u>	<u>\$ 1,312,994</u>	<u>\$ 1,134,786</u>

**Summary by Major Object of Expenditure**

	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>	<b>2012</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>	<b><u>Request</u></b>	<b><u>Executive</u></b>	<b><u>Adopted</u></b>
Permanent Salaries	\$ 896,624	\$ 904,519	\$ 904,519	\$ 759,694	\$ 759,694	\$ 0
Hourly Employee Pay	576	0	0	0	0	0
Overtime Pay	2,420	0	0	0	0	0
Fringe Benefits	293,033	384,421	384,421	322,870	322,870	0
Purchased Services	43,505	48,917	48,917	184,117	59,117	0
Supplies	8,755	11,142	11,142	11,142	11,142	0
Inter-Departmental Charges	1,823	1,778	1,778	1,701	1,701	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 1,246,736	\$ 1,350,777	\$ 1,350,777	\$ 1,279,524	\$ 1,154,524	\$ 0
Inter-Agency Billings	<u>23,194</u>	<u>37,783</u>	<u>37,783</u>	<u>39,738</u>	<u>19,738</u>	<u>0</u>
Net Budget	<u>\$ 1,223,542</u>	<u>\$ 1,312,994</u>	<u>\$ 1,312,994</u>	<u>\$ 1,239,786</u>	<u>\$ 1,134,786</u>	<u>\$ 0</u>

## Municipal Court

Agency Number: **39**  
Budget Function: **General Government**

The mission of the Municipal Court is to provide an independent and neutral forum for resolution of alleged ordinance violations where the penalty includes primarily a forfeiture.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Court Services	(2,660)	102,176	102,176	97,067	97,067	0
<b>Agency Total</b>	<b>\$ (2,660)</b>	<b>\$ 102,176</b>	<b>\$ 102,176</b>	<b>\$ 97,067</b>	<b>\$ 97,067</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Funding for the continuation of existing services.

**Municipal Court**

**Budget Service Descriptions:**

**Court Services**

The Municipal Court handles approximately 38,000 cases per year including traffic, parking, first offense drunk driving, disorderly conduct, trespass, building code violations, juvenile violations, and truancy. The Judge also holds hearings in the Public Safety Building for those persons held in jail and issues warrants for arrest and inspections. If a forfeiture is not paid, the Municipal Court can suspend a driver's license, hunting or fishing license, issue a warrant for arrest, intercept a tax refund or start a collection action. Room 201 of the City-County Building is used as the courtroom. Adjacent offices are in Room 203 of the City-County Building.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 569,944	\$ 622,176	\$ 617,067
Less Inter-Agency Billings	572,605	520,000	520,000
Net Total	\$ (2,660)	\$ 102,176	\$ 97,067

**Municipal Court  
Summary by Major Object of Expenditure**

	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Request</b>	<b>Executive</b>	<b>Adopted</b>
Permanent Salaries	\$ 273,453	\$ 270,176	\$ 270,176	\$ 280,824	\$ 280,824	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	10,238	20,035	20,035	20,000	20,000	0
Fringe Benefits	130,904	118,682	118,682	123,200	123,200	0
Purchased Services	130,710	177,635	177,635	160,693	160,693	0
Supplies	24,036	35,000	35,000	31,700	31,700	0
Inter-Departmental Charges	602	648	648	650	650	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	0	0	0	0	0
Total Expenditures	\$ 569,944	\$ 622,176	\$ 622,176	\$ 617,067	\$ 617,067	\$ 0
Inter-Agency Billings	572,605	520,000	520,000	520,000	520,000	0
Net Budget	\$ (2,660)	\$ 102,176	\$ 102,176	\$ 97,067	\$ 97,067	\$ 0

## Civil Rights

Agency Number: **04**  
 Budget Function: **General Government**

The mission of the Department of Civil Rights is to provide high-level management and coordination of the City's affirmative action, disability rights and equal opportunity responsibilities, including oversight of the Divisions of Affirmative Action, Equal Opportunities, and the Disability Rights and Services Program.

The Department of Civil Rights is responsible for the management, development, and implementation of Chapter 39 of the Madison General Ordinances.

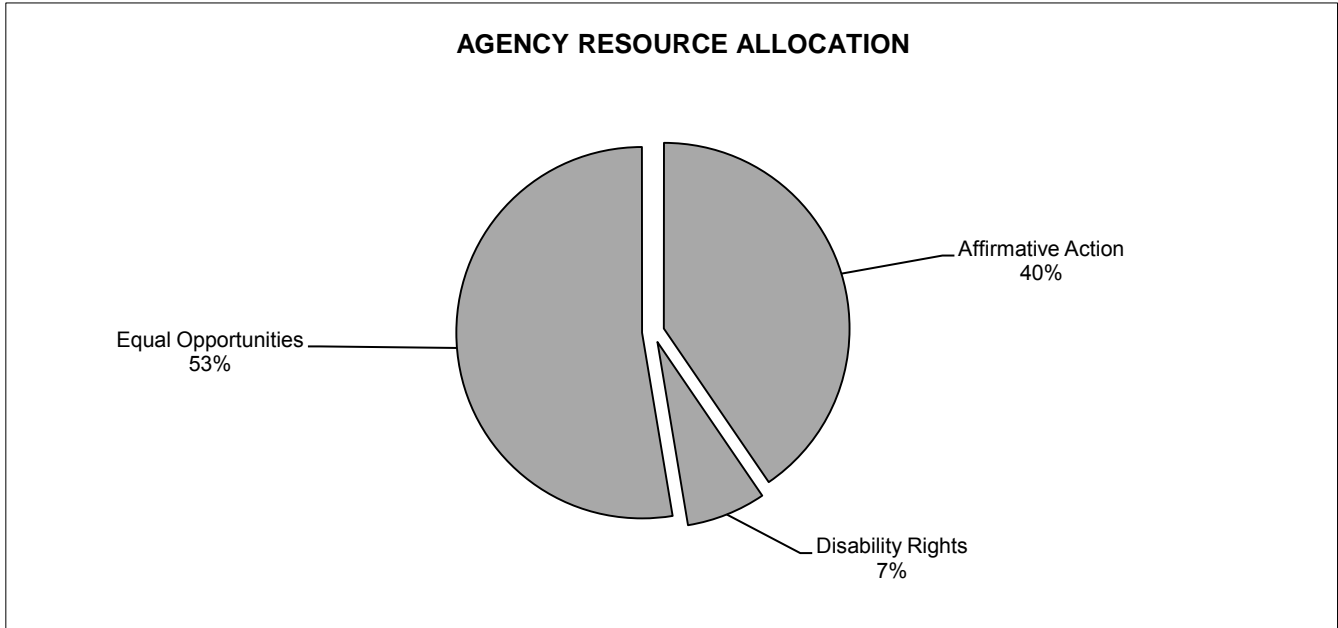
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Affirmative Action	\$ 574,894	\$ 552,374	\$ 552,374	\$ 562,070	\$ 562,070	\$ 0
Disability Rights	96,257	155,837	155,837	76,449	95,899	0
Equal Opportunities	628,176	681,381	674,881	681,593	730,945	0
<b>Agency Total</b>	<u>\$ 1,299,328</u>	<u>\$ 1,389,592</u>	<u>\$ 1,383,092</u>	<u>\$ 1,320,112</u>	<u>\$ 1,388,914</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Funding for the Disability Rights and Services Specialist at 0.75 FTE.
2. Full funding for the AASPIRE Program.
3. Reduction of funding for Purchased Services and Supplies.
4. The EOC Hearing Examiner, a member of the Madison City Attorneys Association (MCAA), will be subject to 20 furlough days as required for other members of the MCAA. All other City employees will be making a contribution toward the Wisconsin Retirement System and also will contribute toward other benefit costs. These furlough days could be reduced or eliminated if the MCAA made similar contributions.

## Civil Rights



### **Budget Service Descriptions:**

#### **Affirmative Action**

The Affirmative Action Division (AAD) ensures that the City of Madison takes proactive steps to provide equal opportunities for all employees and individuals seeking access to employment, service delivery, and/or business opportunities, without regard to their membership in a group protected by law, according to the requirements of Chapter 39 of the Madison General Ordinances. The Affirmative Action Division strives to ensure that appropriate action is taken to eliminate policies, procedures, and/or practices that may create an adverse impact on any protected group. In addition, the Division provides staff support to the Affirmative Action Commission.

**AA/EEO PROGRAM:** Coordinates the development and implementation of the City's Affirmative Action Program. Also coordinates training and investigations of alleged violations of the City's Prohibited Harassment and Discrimination policy.

**CONTRACT COMPLIANCE PROGRAM:** Monitors and enforces the City's equal opportunity and Affirmative Action policies for organizations doing business with the City of Madison. Administers and manages certification, outreach and recruitment, wage compliance, and contract compliance functions for required targeted business programs.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 665,266	\$ 683,114	\$ 630,820
Less Inter-Agency Billings	90,371	130,740	68,750
<b>Net Total</b>	<b>\$ 574,894</b>	<b>\$ 552,374</b>	<b>\$ 562,070</b>

## Disability Rights

The Disability Rights and Services Program coordinates the City's efforts to prevent discrimination on the basis of disability in the delivery of services by City departments and City-funded programs. Assists the City in complying with MGO 39.05, Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA). Provides information, referral, outreach and advocacy services for City residents with disabilities regarding access to City services. Provides staff support to the Commission on People with Disabilities.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 96,257	\$ 155,837	\$ 95,899
Less Inter-Agency Billings	0	0	0
Net Total	\$ 96,257	\$ 155,837	\$ 95,899

## Equal Opportunities

The mission of the Equal Opportunities Division (EOD) is to enable individuals to live and work free of discrimination. EOD is the primary City entity responsible for remedying discrimination complaints brought by individuals in 25 protected classes. Any remedy pursued by the Division is based on the enforcement authority of the Equal Opportunities Ordinance (MGO 39.03), which provides a fair and impartial process for resolving charges of discrimination. EOD Investigators/Conciliators first attempt to resolve complaints via early mediation. If the early mediation is unsuccessful, the investigator makes an initial determination. If the complaint is certified to hearing, the EOC Hearing Examiner sets the schedule, reviews the file, brief and legal arguments, conducts the hearing and independently researches, and issues decisions appropriate to the record before him. Prior to each hearing, the Hearing Examiner allows an investigator to attempt to resolve the complaint via working out a settlement agreement.

The Division works to prevent discrimination by improving community awareness through community education, presentations, membership in various community organizations, outreach and technical assistance so that individuals, organizations, and businesses have knowledge of the law and understand their rights and responsibilities. Staff members monitor local and national discrimination trends to keep abreast of what is happening. The division has developed presentations that can be presented by staff or interested parties. These presentations are available on-line at [www.cityofmadison.com/DCR](http://www.cityofmadison.com/DCR). As new presentations are developed, they are added to those currently available. In addition, outreach programs can be developed and tailored to meet the needs of a specific audience. EOD staff are recognized as subject matter experts on topics in the civil rights and equal opportunities arena. Currently, the staff is training individuals and community groups on Hate Crimes and the impact that such crimes have on our community. The EOD staff provides staff support to the Equal Opportunities Commission, the EOC Employment Subcommittee, and other committees, as needed when it relates to the Equal Opportunities Ordinance.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 663,122	\$ 708,881	\$ 765,945
Less Inter-Agency Billings	34,946	27,500	35,000
Net Total	\$ 628,176	\$ 681,381	\$ 730,945



**Civil Rights  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 965,786	\$ 996,557	\$ 996,557	\$ 925,802	\$ 960,435	\$ 0
Hourly Employee Pay	29,455	26,236	26,236	10,964	28,424	0
Overtime Pay	1,076	0	0	0	0	0
Fringe Benefits	341,441	426,528	426,528	394,715	411,424	0
Purchased Services	62,518	66,316	66,316	63,009	63,009	0
Supplies	11,880	20,450	20,450	19,307	19,307	0
Inter-Departmental Charges	12,490	11,745	11,745	10,065	10,065	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 1,424,645	\$ 1,547,832	\$ 1,547,832	\$ 1,423,862	\$ 1,492,664	\$ 0
Inter-Agency Billings	<u>125,317</u>	<u>158,240</u>	<u>164,740</u>	<u>103,750</u>	<u>103,750</u>	<u>0</u>
Net Budget	<u>\$ 1,299,328</u>	<u>\$ 1,389,592</u>	<u>\$ 1,383,092</u>	<u>\$ 1,320,112</u>	<u>\$ 1,388,914</u>	<u>\$ 0</u>

## Attorney

Agency Number:     **02**  
 Budget Function:    **General Government**

The City Attorney provides legal representation to the City of Madison as an entity. As the City's lawyers, the Office of the City Attorney engages in three major activities. First, the Office prosecutes violations of the City's laws by enforcing ordinances adopted by the Common Council. Second, the Office provides legislative counsel by drafting and revising the City's code of ordinances and advising the Common Council and City Boards, Committees and Commissions on the meaning of legislative enactments. Third, the Office provides general legal counsel and representation to the City by drafting documents, advising City officials and managers on compliance with the law, representing the City in court, negotiating on the City's behalf, and otherwise using legal procedures to support and defend the lawful decisions of City officials and agencies.

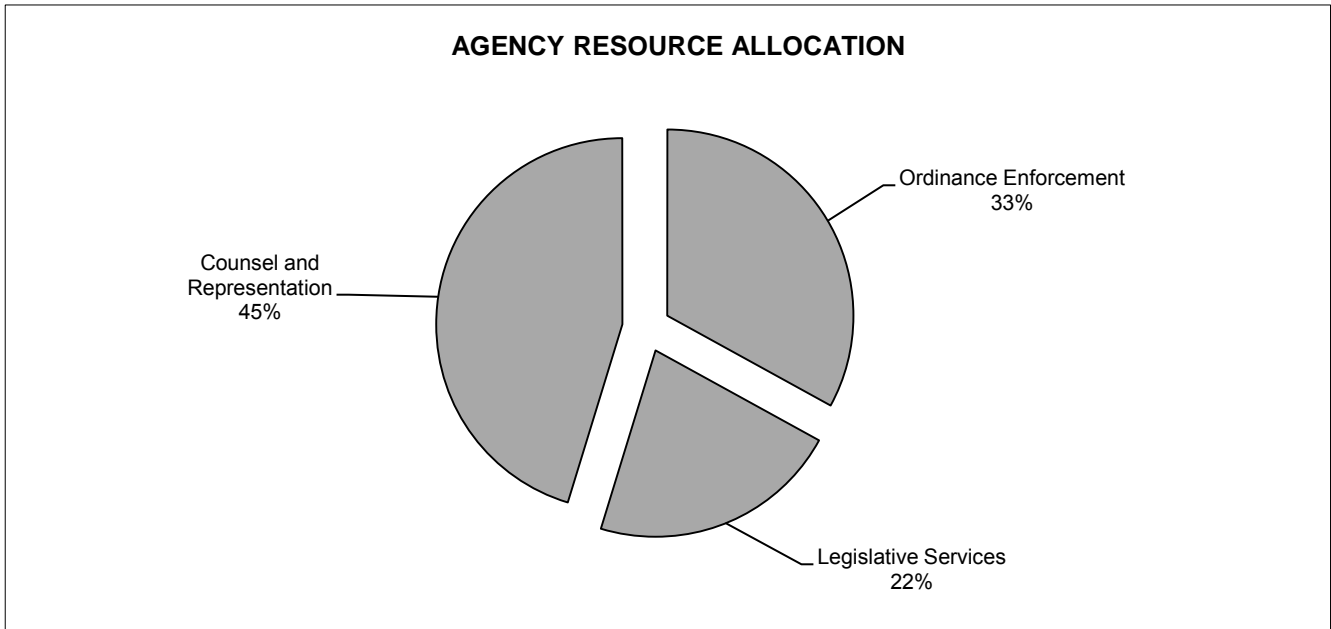
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Ordinance Enforcement	\$ 491,971	\$ 765,313	\$ 769,333	\$ 707,770	\$ 846,931	\$ 0
Legislative Services	414,746	595,769	590,414	559,343	557,343	0
Counsel and Representation	<u>1,406,424</u>	<u>1,288,098</u>	<u>1,288,933</u>	<u>1,240,583</u>	<u>1,161,423</u>	<u>0</u>
<b>Agency Total</b>	<u>\$ 2,313,141</u>	<u>\$ 2,649,180</u>	<u>\$ 2,648,680</u>	<u>\$ 2,507,696</u>	<u>\$ 2,565,697</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Restoration of the 2.2 FTE layoffs included in the requested budget, to be replaced by 20 furlough days for each Assistant City Attorney. All other City employees will be making a contribution toward the Wisconsin Retirement System and also will contribute toward other benefit costs. These furlough days could be reduced or eliminated if the Assistant City Attorneys made similar contributions.

**Attorney**



**Budget Service Descriptions:**

**Ordinance Enforcement**

*Goal:* To improve citizens' quality of life by helping enforcement agencies deter conduct which is dangerous or interferes with public health and welfare.

*Service Priorities:* 1. Prosecuting civil enforcement actions including nuisance and injunctive actions as necessary. 2. Providing advice and training to enforcement staff. 3. Researching legal issues raised by new enforcement techniques, recent case law developments and changes in state law. 4. Identifying legal solutions to enforcement problems and drafting appropriate ordinance amendments. 5. Conducting appellate proceedings.

*Objectives:* 1. Conviction of individuals and corporations charged with violations. 2. Fewer tickets and complaints dismissed because of formal or substantive deficiencies. 3. Successful use of new legal mechanisms as well as up-to-date enforcement techniques (e.g., laser radar, drug nuisance actions, intoxilyzers, and in-squad videos). 4. Achieve maximum compliance with ordinances. 5. City prevails in appeals.

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 729,685	\$ 992,863	\$ 1,079,481
Less Inter-Agency Billings	237,714	227,550	232,550
<b>Net Total</b>	<b>\$ 491,971</b>	<b>\$ 765,313</b>	<b>\$ 846,931</b>

## Legislative Services

*Goal:* To assure that Madison ordinances accurately express the policies chosen by the Mayor and Common Council, that current ordinances are easily available to the public, to advise City officials on legal issues with existing or proposed legislation, and to provide parliamentary and procedural advice to the Common Council and other City bodies.

*Service Priorities:* 1. Draft ordinances requested by the Mayor and alderpersons. 2. Research issues raised by ordinance requests, such as constitutionality, municipal authority, etc., and report the information to the Mayor and Council. 3. Prepare ordinance amendments required by changing state and federal legislation. 4. Publish revised, current ordinances. 5. Advise on parliamentary and procedural issues.

*Objectives:* 1. Provide language needed for consideration of ordinance changes. 2. Provide staff, Mayor and Council with information they need in order to make policy choices. 3. Ensure that ordinances are up to date and take advantage of changes made in state and federal law. 4. Make ordinances as current as possible and as available as possible. 5. Assure that the Common Council and City boards, committees and commissions use proper procedures in considering legislation.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 422,653	\$ 620,219	\$ 581,793
Less Inter-Agency Billings	7,907	24,450	24,450
Net Total	<u>\$ 414,746</u>	<u>\$ 595,769</u>	<u>\$ 557,343</u>

## Counsel and Representation

*Goal One:* To help City officials and agencies carry out their policies in compliance with law.

*Service Priorities:* 1. Prepare, publish, and distribute formal opinions and reports on legal issues affecting City policy. Inform officials and agencies of current legal developments. 2. Prepare and present formal and informal training sessions for City officials and staff. 3. Answer informal legal questions from City officials, staff and committees. 4. Attend meetings of staff teams and public bodies to provide legal advice.

*Objectives:* 1. Agencies, boards and commissions act according to law. 2. City officials and staff request and use City Attorney training to improve their programs. Maximize compliance with laws and minimize exposure to liability. 3. Agencies are encouraged to consider legal issues in planning their programs. 4. Programs and policies incorporate legal advice, and court challenges are minimized.

*Goal Two:* Assure that courts uphold the decisions of the Mayor and the Council, and of those officials and agencies authorized by the Mayor and Council to make decisions.

*Service Priorities:* 1. Represent the City in uninsured litigation. Uninsured litigation is conducted by members of the City Attorney's staff. Uninsured litigation arises when decisions of the Common Council or City boards, commissions and committees are challenged by affected parties. Uninsured litigation could also arise out of contract disputes, out of ordinance or contract enforcement procedures, or out of disciplinary actions that are challenged by employees. Examples of uninsured litigation are challenges to annexations, zoning and other land use decisions, and appeals to Circuit Court from decisions of the Board of Review, Plan Commission, Equal Opportunities Commission, Personnel Board, Zoning Board of Appeals, and similar agencies. 2. Tender insured cases and oversee work of outside counsel. 3. Represent the City in administrative proceedings before City agencies. Examples are Police and Fire Commission proceedings on disciplinary actions brought by the Police Chief and Fire Chief, Public Health Commission proceedings and charges of code violations brought by the Public Health Director, liquor license proceedings before the Alcohol License Review Committee, and Board of Review proceedings on property tax appeals. 4. Represent the Community Development Authority's (CDA) Housing Operations Unit in all of its uninsured litigation. This includes evictions, tenant grievance hearings and appeals, Section 8 claims, lease disputes, contract actions and other litigation. 5. Represent the City in collection actions and tax appeals.

*Objectives:* 1. Support decisions made by City officials and agencies. 2. Work with insurer and with outside counsel to limit the City's exposure to economic loss. 3. Help City staff achieve compliance with rules and laws they are responsible for enforcing. 4. Improve living conditions for residents of CDA housing by achieving court approval of CDA management decisions. 5. Obtain revenue and encourage voluntary payment of sums owed to the City.

*Goal Three:* To protect the City's policy and economic interests in its purchase of services and its other economic and financial dealings.

*Service Priorities:* 1. Draft form contracts and train City staff in their use. 2. Assist agencies in negotiations with contractors, developers, et al., and draft or approve language to which parties agree. 3. Draft and approve other legal documents. 4. Approve signed contracts as to form. 5. Coordinate City policy on contract issues through the staff Contract Group.

*Objectives:* 1. Ensure that form contracts protect the City's policy and economic interests and that form contracts are used regularly. 2. Ensure that individually negotiated agreements protect the City's policy and economic interests; that agreed upon language accurately sets forth the intentions of the parties; and that the requirements of applicable ordinances, statutes, regulations and Council policies are met. 3. Achieve the same objectives as in item 2 for other legal documents. 4. Ensure that contracts do not contain formal deficiencies which might affect their enforceability.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,515,647	\$ 1,461,898	\$ 1,326,623
Less Inter-Agency Billings	<u>109,223</u>	<u>173,800</u>	<u>165,200</u>
Net Total	<u>\$ 1,406,424</u>	<u>\$ 1,288,098</u>	<u>\$ 1,161,423</u>

**Attorney  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 1,907,334	\$ 2,026,236	\$ 2,026,236	\$ 1,909,238	\$ 1,960,466	\$ 0
Hourly Employee Pay	11,378	13,022	13,022	12,360	12,360	0
Overtime Pay	289	0	0	0	0	0
Fringe Benefits	601,181	862,635	862,635	812,835	834,608	0
Purchased Services	104,288	126,993	128,893	149,533	134,533	0
Supplies	39,000	41,850	39,450	41,850	41,850	0
Inter-Departmental Charges	4,516	4,244	4,244	4,080	4,080	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 2,667,985	\$ 3,074,980	\$ 3,074,480	\$ 2,929,896	\$ 2,987,897	\$ 0
Inter-Agency Billings	<u>354,845</u>	<u>425,800</u>	<u>425,800</u>	<u>422,200</u>	<u>422,200</u>	<u>0</u>
Net Budget	<u>\$ 2,313,141</u>	<u>\$ 2,649,180</u>	<u>\$ 2,648,680</u>	<u>\$ 2,507,696</u>	<u>\$ 2,565,697</u>	<u>\$ 0</u>

## Assessor

Agency Number: **35**  
 Budget Function: **General Government**

The mission of the City Assessor's Office is to annually assess all taxable real and personal property at full value and to be widely recognized as a model operation with a reputation for satisfying customers with prompt, courteous and professional service. Programs will be administered in a manner that assures public confidence in accuracy, productivity, and fairness. Work will be performed in accordance with WI State Statutes, Madison General Ordinances, Department of Revenue mandates, and related case law.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Assessor	2,196,915	2,284,985	2,273,686	2,170,714	2,170,714	0
<b>Agency Total</b>	<b>\$ 2,196,915</b>	<b>\$ 2,284,985</b>	<b>\$ 2,273,686</b>	<b>\$ 2,170,714</b>	<b>\$ 2,170,714</b>	<b>\$ 0</b>

### Executive Budget Highlights

This Budget includes:

1. Elimination of a full-time Property Appraiser 2 position that became vacant in 2010 and was unfunded in 2011.
2. De-funding in 2012 of a full-time Property Appraiser 3 position that became vacant in July 2011 due to retirement.
3. A reduction in mileage expenses of \$11,800 from the 2011 funding level. This will be achieved by having one less field staff position, and by allowing staff to take their laptops along to work in the field to reduce trips back and forth to the office.
4. A reduction of \$5,800 in funding for an hourly Administrative Clerk 1 position.

**Assessor**

**Budget Service Descriptions:**

**Assessor**

The mission of the City Assessor is to annually assess all taxable real and personal property at full value, and to maintain complete and accurate assessment rolls and property information records.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 2,196,915	\$ 2,284,985	\$ 2,170,714
Less Inter-Agency Billings	<u>0</u>	<u>0</u>	<u>0</u>
Net Total	<u>\$ 2,196,915</u>	<u>\$ 2,284,985</u>	<u>\$ 2,170,714</u>

**Assessor  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 1,461,428	\$ 1,456,442	\$ 1,456,442	\$ 1,396,469	\$ 1,396,469	\$ 0
Hourly Employee Pay	8,835	9,717	9,717	4,500	4,500	0
Overtime Pay	(649)	1,102	1,102	1,100	1,100	0
Fringe Benefits	552,360	620,308	620,308	594,224	594,224	0
Purchased Services	131,741	142,024	137,925	123,500	123,500	0
Supplies	28,711	41,300	34,100	34,050	34,050	0
Inter-Departmental Charges	14,489	14,092	14,092	16,871	16,871	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 2,196,915	\$ 2,284,985	\$ 2,273,686	\$ 2,170,714	\$ 2,170,714	\$ 0
Inter-Agency Billings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Budget	<u>\$ 2,196,915</u>	<u>\$ 2,284,985</u>	<u>\$ 2,273,686</u>	<u>\$ 2,170,714</u>	<u>\$ 2,170,714</u>	<u>\$ 0</u>



## Clerk

Agency Number: **45**  
Budget Function: **General Government**

The Madison City Clerk's Office is the gateway to open government. Our team professionally provides Madison with access to open meetings, open records, impartial license administration, and fair, secure and transparent elections.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Clerk	1,258,012	1,164,653	1,168,979	1,431,472	1,776,633	0
<b>Agency Total</b>	<b>\$ 1,258,012</b>	<b>\$ 1,164,653</b>	<b>\$ 1,168,979</b>	<b>\$ 1,431,472</b>	<b>\$ 1,776,633</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Additional funding of approximately \$341,000 to prepare for a four-election year, including a Presidential election. Major increases include funding for election officials (\$324,718), hourly wages and benefits (\$33,233), overtime salaries and benefits (\$20,246), postage (\$25,000), and delivery services (\$19,000). These increases are partly offset by decreased expenses of \$81,000 related to coding and paper ballot costs.
2. Funding of \$345,161, in addition to the amount noted above, for expenses associated with the new State voter identification law. This amount includes funding for election officials and election aides (\$329,837), hourly wages and benefits (\$10,524), and supplies (\$4,800).

**Clerk**

**Budget Service Descriptions:**

**Clerk**

The Madison City Clerk's Office is the gateway to open government. Our team professionally provides Madison with access to open meetings, open records, impartial license administration, and fair, secure and transparent elections.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 1,258,806	\$ 1,164,653	\$ 1,776,633
Less Inter-Agency Billings	794	0	0
Net Total	<u>\$ 1,258,012</u>	<u>\$ 1,164,653</u>	<u>\$ 1,776,633</u>

**Clerk  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 319,898	\$ 343,907	\$ 343,907	\$ 331,284	\$ 331,284	\$ 0
Hourly Employee Pay	6,736	8,854	8,854	38,686	48,133	0
Overtime Pay	63,997	13,022	13,022	30,000	30,000	0
Fringe Benefits	136,571	149,676	149,676	150,981	152,058	0
Purchased Services	577,435	408,324	422,989	706,161	1,035,998	0
Supplies	148,678	238,000	238,000	171,600	176,400	0
Inter-Departmental Charges	5,491	2,870	2,657	2,760	2,760	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	0	0	0	0	0
Total Expenditures	\$ 1,258,806	\$ 1,164,653	\$ 1,179,105	\$ 1,431,472	\$ 1,776,633	\$ 0
Inter-Agency Billings	794	0	10,126	0	0	0
Net Budget	<u>\$ 1,258,012</u>	<u>\$ 1,164,653</u>	<u>\$ 1,168,979</u>	<u>\$ 1,431,472</u>	<u>\$ 1,776,633</u>	<u>\$ 0</u>

# Treasurer

Agency Number: **46**  
Budget Function: **General Government**

The City Treasurer's Office is responsible for the receipt and investment of all City revenues. The mission is to be widely recognized as a model operation with a reputation for satisfying customers with prompt, courteous and professional service. Programs will be administered in a manner that assures public confidence in accuracy, productivity and fairness. Work will be performed in accordance with Wisconsin State Statutes, Madison General Ordinances and related case law.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Treasurer	621,978	627,518	597,443	596,063	596,063	0
<b>Agency Total</b>	<b>\$ 621,978</b>	<b>\$ 627,518</b>	<b>\$ 597,443</b>	<b>\$ 596,063</b>	<b>\$ 596,063</b>	<b>\$ 0</b>

## Executive Budget Highlights

The Budget includes:

1. A reduction in bank charges by \$71,000. In 2011, the City incurred increased bank charges related to the large balances held at the bank. These large balances were justified because of the investment earnings the bank was paying the city. In May of 2011, the bank changed the method by which it calculated earnings in a way that no longer justified keeping high balances in the account. With the smaller balances, the Treasurer is projecting reduced bank charges.
2. An additional \$20,000 for credit card fees.
3. An interagency billing for the Parking Utility lowered by \$15,055, or 10.3%, to reflect the most recent cost projections for 2012. Savings will depend on the actual implementation of new multi-space units.

**Treasurer**

**Budget Service Descriptions:**

**Treasurer**

The mission of the City Treasurer is to promptly receipt, safeguard and invest all City revenues accurately and efficiently, and to maintain complete and accurate tax assessment/payment records.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 887,834	\$ 920,928	\$ 870,742
Less Inter-Agency Billings	<u>265,856</u>	<u>293,410</u>	<u>274,679</u>
Net Total	<u>\$ 621,978</u>	<u>\$ 627,518</u>	<u>\$ 596,063</u>

**Treasurer  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 302,114	\$ 283,705	\$ 283,705	\$ 285,092	\$ 285,092	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	3,078	0	0	0	0	0
Fringe Benefits	103,899	120,575	120,575	121,164	121,164	0
Purchased Services	413,150	455,743	419,668	403,668	403,668	0
Supplies	64,622	59,975	59,975	59,975	59,975	0
Inter-Departmental Charges	971	930	930	843	843	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 887,834	\$ 920,928	\$ 884,853	\$ 870,742	\$ 870,742	\$ 0
Inter-Agency Billings	<u>265,856</u>	<u>293,410</u>	<u>287,410</u>	<u>274,679</u>	<u>274,679</u>	<u>0</u>
Net Budget	<u>\$ 621,978</u>	<u>\$ 627,518</u>	<u>\$ 597,443</u>	<u>\$ 596,063</u>	<u>\$ 596,063</u>	<u>\$ 0</u>

## Finance

Agency Number: **33**  
 Budget Function: **General Government**

The mission of the City Finance Department is to enhance the financial health of the City and provide stewardship of City resources through financial information, advice and support to the public, employees, City agencies and policymakers.

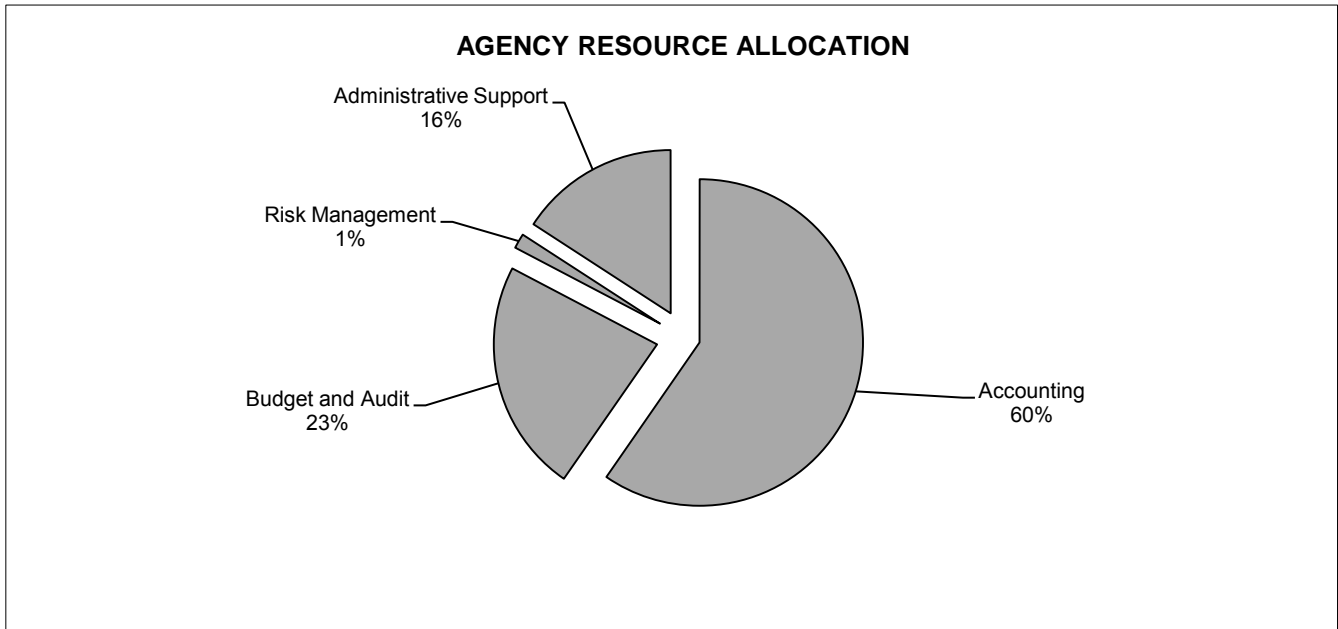
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Accounting	\$ 1,120,434	\$ 1,781,120	\$ 1,753,542	\$ 1,709,911	\$ 1,709,911	\$ 0
Budget and Audit	225,938	654,210	655,334	650,645	660,645	0
Risk Management	408,232	47,296	48,369	42,150	42,150	0
Administrative Support	576,149	463,480	462,999	395,455	453,998	0
<b>Agency Total</b>	<u>\$ 2,838,985</u>	<u>\$ 2,946,106</u>	<u>\$ 2,920,244</u>	<u>\$ 2,798,161</u>	<u>\$ 2,866,704</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. \$10,000 for an intern to conduct benchmarking and performance studies.
2. Creation of a study group to determine the most efficient and effective means of ambulance billing in response to federal cost reporting and reimbursement requirements. The group will be comprised of representatives from the Finance, Information Technology, and Fire Departments, and will be assisted by Organizational Development and Training staff.

**Finance**



**Budget Service Descriptions:**

**Accounting**

Responsible for the ongoing accounting operations of the City including, but not limited to, accounts payable and receivable, revenue accounting, cash accounting, bank reconciliations, City loan programs and related internal control systems, as well as capital asset management and financial statement preparation. Responsible for the development, coordination and implementation of the City's accounting and financial reporting systems, including the City's Annual Report. Serve as liaison to independent auditors. In conjunction with Information Technology staff and software vendors, develop and oversee the utilization of the City's automated financial accounting system. The City's enterprise accounting staff analyze and interpret accounting data and perform internal accounting functions for the City's Housing Operations Unit, as well as provide financial/management assistance to the City's various enterprises and utilities. Maintains a centralized payroll system for all City agencies. Includes responsibility for processing and maintaining systems for deductions/billing for employee health and life insurance, deferred compensation, worker's compensation, unemployment compensation, Wisconsin Retirement System, flexible spending, direct deposit, income continuation insurance, as well as a variety of other payroll deductions. Assists Human Resources with labor negotiation strategies and contract administration. Responsible for directing and coordinating the procurement of equipment, supplies and services required by the City. Program functions include developing City purchasing policies and procedures, encumbrance management, negotiating and administering contracts, providing support, information, and/or making recommendations on type or availability and costs (considering benefits, effectiveness, and efficiency) of equipment, supplies and services.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,385,529	\$ 2,180,030	\$ 2,085,745
Less Inter-Agency Billings	<u>265,095</u>	<u>398,910</u>	<u>375,834</u>
<b>Net Total</b>	<b><u>\$ 1,120,434</u></b>	<b><u>\$ 1,781,120</u></b>	<b><u>\$ 1,709,911</u></b>

## Budget and Audit

Responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. Performs financial, compliance and performance reviews of City agencies and other entities which have contracts with the City. Prepares report on federal and state financial assistance and the City's indirect cost allocation plan.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 332,284	\$ 681,040	\$ 696,078
Less Inter-Agency Billings	<u>106,346</u>	<u>26,830</u>	<u>35,433</u>
Net Total	<u>\$ 225,938</u>	<u>\$ 654,210</u>	<u>\$ 660,645</u>

## Risk Management

Responsible for administration of the City's general liability, auto liability, property and other miscellaneous insurance programs and acts as the liaison between the City and the Wisconsin Municipal Mutual Insurance Company (WMMIC). Risk Management also monitors the insurance requirements of City contracts and investigates the appropriateness of claims against the City. Risk Management is also responsible for the implementation, administration and continued enhancement of the City Safety and Worker's Compensation programs.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 430,408	\$ 281,209	\$ 281,548
Less Inter-Agency Billings	<u>22,176</u>	<u>233,913</u>	<u>239,398</u>
Net Total	<u>\$ 408,232</u>	<u>\$ 47,296</u>	<u>\$ 42,150</u>

## Administrative Support

Provides clerical and office services to City agencies. In addition to Administrative Support Team staff who are assigned to various City agencies to assist with both special projects and day-to-day operations, a centralized Document Services Unit provides confidential word processing services, as well as software support to City agencies, application conversion, website administration and assistance with agency budget preparation. This Unit develops and prepares newsletters and brochures, complex financial schedules, database management, routine documents, and can provide Braille output of a variety of documents upon request.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 602,047	\$ 508,841	\$ 513,901
Less Inter-Agency Billings	25,898	45,361	59,903
Net Total	<u>\$ 576,149</u>	<u>\$ 463,480</u>	<u>\$ 453,998</u>

## Finance Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 2,354,890	\$ 2,333,695	\$ 2,333,695	\$ 2,260,954	\$ 2,302,037	\$ 0
Hourly Employee Pay	1,424	1,452	1,452	1,450	10,427	0
Overtime Pay	14,206	0	0	0	0	0
Fringe Benefits	892,282	991,987	991,987	961,073	979,556	0
Purchased Services	189,082	238,442	213,407	198,347	198,347	0
Supplies	48,112	41,700	42,073	44,700	44,700	0
Inter-Departmental Charges	41,889	43,844	43,844	42,205	42,205	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	0	0	0	0	0
Total Expenditures	<u>\$ 3,541,885</u>	<u>\$ 3,651,120</u>	<u>\$ 3,626,458</u>	<u>\$ 3,508,729</u>	<u>\$ 3,577,272</u>	<u>\$ 0</u>
Inter-Agency Billings	702,900	705,014	706,214	710,568	710,568	0
Net Budget	<u>\$ 2,838,985</u>	<u>\$ 2,946,106</u>	<u>\$ 2,920,244</u>	<u>\$ 2,798,161</u>	<u>\$ 2,866,704</u>	<u>\$ 0</u>



## Information Technology

Agency Number: **34**  
 Budget Function: **General Government**

The Information Technology Department (IT) provides services to all City agencies in the areas of computer usage, software development, personal computer support, mobile computing, telephones, network communications, computer training, and general IT consulting. The Department supports a wide variety of hardware, software, and a large wide-area telecommunications network which is in operation twenty four hours a day, seven days a week, and is connected to other computer networks at the county, state, and federal levels. The Department also supports a wide variety of software from email to document management systems to enterprise databases, facilitates the dissemination of City information to the public via the City website, and provides the ability for the public to conduct business with the City via the Internet. In addition, the IT Department's City Channel unit provides television and internet streaming coverage of public meetings, thereby promoting public access, open government, and transparency.

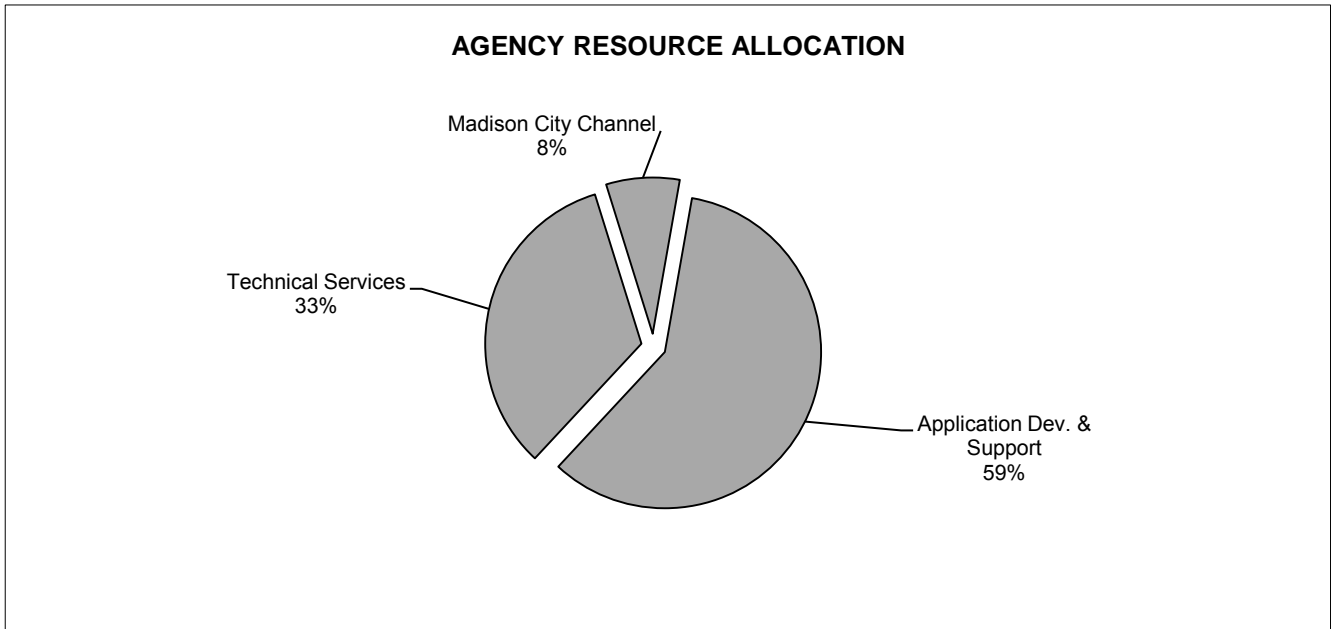
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Application Dev. & Support	\$ 2,220,897	\$ 3,533,435	\$ 3,533,435	\$ 3,162,808	\$ 3,255,781	\$ 0
Technical Services	1,987,947	1,672,141	1,672,141	1,833,398	1,832,288	0
Madison City Channel	220,510	469,326	469,326	408,503	417,119	0
<b>Agency Total</b>	<u>\$ 4,429,353</u>	<u>\$ 5,674,902</u>	<u>\$ 5,674,902</u>	<u>\$ 5,404,709</u>	<u>\$ 5,505,188</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Increased software maintenance costs for TeleStaff staff scheduling, MediaSite training and outreach software, and other products.
2. Elimination of funding for one Management Information Specialist position in Applications Development.
3. A partial shift away from hardware contracted maintenance to "time and materials" and staff provided maintenance.

## Information Technology



### **Budget Service Descriptions:**

#### **Application Dev. and Support**

Application Development and Support is responsible for databases and database software, the City's website and EmployeeNet, the Electronic Document Management System (EDMS), the centralized Geographic Information System (GIS), and support for enterprise applications such as the SxD Financial System, Legistar, Crystal Reports, and all permitting, licensing, asset management and land/planning applications. Some of the functions IT staff perform are: systems analysis and design; systems integration; project management; database administration (creating new databases and monitoring usage of databases); programming; researching software solutions; maintenance of existing applications including upgrades; developing and administering the City's website (both the Internet and EmployeeNet); administering and maintaining the EDMS which includes designing and developing interfaces with other applications; establishing and maintaining a centralized repository for GIS; and administering report writing tools.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 2,325,224	\$ 3,589,685	\$ 3,324,031
Less Inter-Agency Billings	104,327	56,250	68,250
<b>Net Total</b>	<b>\$ 2,220,897</b>	<b>\$ 3,533,435</b>	<b>\$ 3,255,781</b>

## Technical Services

This section operates and maintains a network of approximately 225 servers, 1,350 personal computers, 700 laptop/tablet computers, and 360 network printers. This equipment is located in 80 different locations throughout the City of Madison and is attached to the network using a wide variety of connection media and devices which include: City-owned and maintained fiber optic cable, point-to-point wireless, T1, DSL, and cable. Mobile data computers, installed in all public safety vehicles, are supported and maintained as part of this service. A City-owned wireless hotspot network, with locations throughout the City, allows Police and Fire personnel to access mission critical information located on the City network. In addition to planning and implementing network infrastructure changes and upgrades, this section installs server and desktop PC hardware, manages the 3,000 account enterprise electronic messaging system (currently Microsoft Exchange), and implements software upgrades and security patches. The Help Desk fields over 25,000 calls per year. Support for the City's nearly 2,300 telephones, which includes nearly 1,600 voice over IP telephones and 1,700 voice mailboxes, is also provided by the Technical Services section. Over 100 IP-based digital video surveillance cameras, located throughout the City, is one of the largest areas of growth for support and network infrastructure resources. A new enterprise collaboration tool (Microsoft SharePoint) is being piloted in 2011, with intentions for future expansion. Staying current with the latest IT security, hardware, and software technologies, and recommending implementation of these technologies where appropriate are also important functions of this section.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 2,163,013	\$ 1,933,391	\$ 2,143,154
Less Inter-Agency Billings	<u>175,066</u>	<u>261,250</u>	<u>310,866</u>
Net Total	<u>\$ 1,987,947</u>	<u>\$ 1,672,141</u>	<u>\$ 1,832,288</u>

## Madison City Channel

Programming on the Madison City Channel, as set forth in its mission statement, includes live gavel-to-gavel coverage of the meetings of the Madison Common Council, Dane County Board of Supervisors, the City's annual budget hearings, as well as taped replays of those meetings and online archives. Other local government meetings cablecast on the Madison City Channel include Citizens' Advisory Commission on People with Disabilities, Board of Estimates, and Plan Commission. Coverage of these meetings provides an information link between the public and local government. This promotes citizen involvement, government accountability, and government accessibility.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 605,759	\$ 510,384	\$ 459,919
Less Inter-Agency Billings	<u>385,249</u>	<u>41,058</u>	<u>42,800</u>
Net Total	<u>\$ 220,510</u>	<u>\$ 469,326</u>	<u>\$ 417,119</u>

**Information Technology  
Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 2,879,696	\$ 3,123,993	\$ 3,123,993	\$ 2,993,446	\$ 3,056,940	\$ 0
Hourly Employee Pay	39,697	20,707	20,707	18,000	18,000	0
Overtime Pay	23,573	8,415	8,415	5,500	5,500	0
Fringe Benefits	1,095,712	1,331,678	1,331,678	1,275,325	1,302,310	0
Purchased Services	963,555	1,460,232	1,460,232	1,435,067	1,446,943	0
Supplies	43,950	28,100	28,100	40,550	40,550	0
Inter-Departmental Charges	47,813	60,335	60,335	58,737	56,861	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 5,093,996	\$ 6,033,460	\$ 6,033,460	\$ 5,826,625	\$ 5,927,104	\$ 0
Inter-Agency Billings	<u>664,642</u>	<u>358,558</u>	<u>358,558</u>	<u>421,916</u>	<u>421,916</u>	<u>0</u>
Net Budget	<u>\$ 4,429,353</u>	<u>\$ 5,674,902</u>	<u>\$ 5,674,902</u>	<u>\$ 5,404,709</u>	<u>\$ 5,505,188</u>	<u>\$ 0</u>

## Human Resources

Agency Number: **38**  
 Budget Function: **General Government**

The mission of the Human Resources Department is to serve the City by recruiting, developing and sustaining a diverse, highly qualified and productive work force.

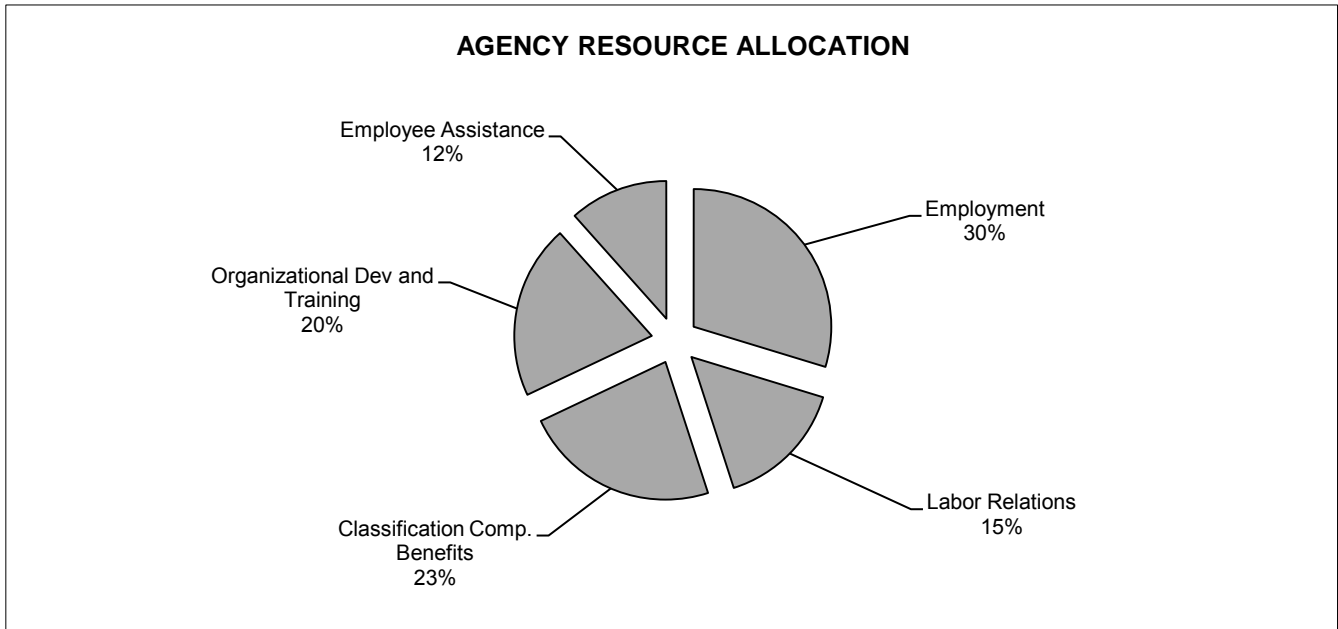
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Employment	\$ 838,651	\$ 551,593	\$ 551,593	\$ 511,376	\$ 518,376	\$ 0
Labor Relations	259,136	270,481	270,481	266,626	266,626	0
Classification Comp. Benefits	205,129	437,890	437,890	400,479	400,479	0
Organizational Dev and Training	291,662	323,876	323,876	356,496	356,496	0
Employee Assistance	163,130	203,092	203,092	202,308	202,308	0
<b>Agency Total</b>	<u>\$ 1,757,708</u>	<u>\$ 1,786,932</u>	<u>\$ 1,786,932</u>	<u>\$ 1,737,285</u>	<u>\$ 1,744,285</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Elimination of funding for one Human Resource Analyst position.
2. A 4% salary savings rate.

## Human Resources



### **Budget Service Descriptions:**

#### **Employment**

The Employment service develops and implements recruitment and selection strategies and processes in accordance with applicable federal and state regulations and professional standards. This service also develops and administers all employment processes and applicant communications, including an employee records program. The City's occupational accommodation program and employee orientation program are also administered by this service.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,013,296	\$ 748,929	\$ 715,199
Less Inter-Agency Billings	<u>174,646</u>	<u>197,336</u>	<u>196,823</u>
Net Total	<u>\$ 838,651</u>	<u>\$ 551,593</u>	<u>\$ 518,376</u>

## Labor Relations

Currently, the majority of the City's labor force is represented by 12 labor unions. The Labor Relations service fulfills the City's obligations for contract negotiation, interpretation, and administration. Additionally, it handles contract grievances and represents the City before the Wisconsin Employment Relations Commission in arbitration and mediation fact-finding.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 259,136	\$ 270,481	\$ 266,626
Less Inter-Agency Billings	0	0	0
Net Total	<u>\$ 259,136</u>	<u>\$ 270,481</u>	<u>\$ 266,626</u>

## Classification Comp. Benefits

This service is responsible for analyzing and categorizing the work of the organization. Staff prepare class specifications, establish position classifications, recommend wage rates, and coordinate and administer the City benefits program.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 205,129	\$ 437,890	\$ 400,479
Less Inter-Agency Billings	0	0	0
Net Total	<u>\$ 205,129</u>	<u>\$ 437,890</u>	<u>\$ 400,479</u>

## Organizational Dev and Training

The mission of the Office of Organizational Development and Training is to be a catalyst for creating a City culture committed to learning, teamwork, and quality. To accomplish these goals, the office has as its primary responsibilities the coordination of the City's internal and external training resources; management of the City's Quality Improvement and Customer Service initiatives; facilitation of the City-wide and agency planning initiatives; and organizational development, consultation, and intervention.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 302,073	\$ 323,876	\$ 356,496
Less Inter-Agency Billings	10,411	0	0
Net Total	\$ 291,662	\$ 323,876	\$ 356,496

## Employee Assistance

The Employee Assistance Program (EAP) provides confidential assistance to City employees, families, partners, or anyone of significance to the employee, whose personal problems affect, or have the potential to affect, personal well-being and/or job performance. Through a City-wide network of a full time Coordinator, an external EAP vendor, 35 facilitators and 17 Peer Support Officers, services are provided which include information and referral to resources; consultation and problem-solving for all employees, as well as providing supervisor consultation; critical incident stress management services; workshops and seminars; training of facilitators, Madison Police Department Peer Support Officers, managers/supervisors and union representatives.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 163,130	\$ 203,092	\$ 202,308
Less Inter-Agency Billings	0	0	0
Net Total	\$ 163,130	\$ 203,092	\$ 202,308



**Human Resources  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 1,220,926	\$ 1,207,382	\$ 1,207,382	\$ 1,186,698	\$ 1,186,698	\$ 0
Hourly Employee Pay	6,343	10,819	10,819	8,909	8,909	0
Overtime Pay	3,094	4,257	4,257	0	0	0
Fringe Benefits	463,928	515,189	515,189	505,363	505,363	0
Purchased Services	168,009	177,182	177,182	165,594	172,594	0
Supplies	27,451	28,341	28,341	28,250	28,250	0
Inter-Departmental Charges	53,014	41,098	41,098	39,294	39,294	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 1,942,764	\$ 1,984,268	\$ 1,984,268	\$ 1,934,108	\$ 1,941,108	\$ 0
Inter-Agency Billings	<u>185,057</u>	<u>197,336</u>	<u>197,336</u>	<u>196,823</u>	<u>196,823</u>	<u>0</u>
Net Budget	<u>\$ 1,757,708</u>	<u>\$ 1,786,932</u>	<u>\$ 1,786,932</u>	<u>\$ 1,737,285</u>	<u>\$ 1,744,285</u>	<u>\$ 0</u>

## Overture Center

Agency Number: **10**  
 Budget Function: **Madison Cultural Arts District**

The mission of Overture Center for the Arts is to engage the community in the arts. This is accomplished by presenting a broad spectrum of high-quality performing arts programming, developing audiences through high quality outreach and programming, advancing the missions of our resident arts organizations, advocating for the development of arts in the community and providing a world-class forum for artistic expression.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Overture Center	1,795,873	1,795,873	1,795,873	0	0	0
<b>Agency Total</b>	<b>\$ 1,795,873</b>	<b>\$ 1,795,873</b>	<b>\$ 1,795,873</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Funding of \$1,350,000 in support of the Overture Center. This funding is now included in the budget of the Planning Division, in conjunction with existing funding for the Madison Arts Program Administrator and arts and performance contracts. Under new organizational agreements, effective January 1, 2012, the City will provide financial support for Overture Center operations, but a budget for the Overture Center will no longer be presented as part of the City operating budget.

**Overture Center**

**Overture Center**

Overture Center for the Arts is the home of the Madison Museum of Contemporary Art, Madison Symphony Orchestra, Madison Opera, Madison Ballet, Wisconsin Chamber Orchestra, Li Chiao-Ping Dance, Kanopy Dance Company, CTM Madison Family Theater, Bach Dancing & Dynamite, and Wisconsin Academy of Sciences, Arts & Letters. Overture Center rents its theaters and rooms for shows, productions, meetings, conferences, banquets, and other special occasions.

Overture Center presents a full range of cultural, theatrical and musical events, including outreach and educational activities, by national and local artists, for the citizens of Madison, Dane County and the State of Wisconsin.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 14,276,366	\$ 14,074,598	\$ 0
Less Inter-Agency Billings	12,480,493	12,278,725	0
Net Total	\$ 1,795,873	\$ 1,795,873	\$ 0

**Overture Center  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 2,503,701	\$ 2,430,132	\$ 2,430,132	\$ 0	\$ 0	\$ 0
Hourly Employee Pay	1,417,814	1,455,845	1,455,845	0	0	0
Overtime Pay	73,186	63,109	63,109	0	0	0
Fringe Benefits	1,132,672	1,298,271	1,298,271	0	0	0
Purchased Services	8,035,425	7,679,361	7,679,361	0	0	0
Supplies	341,707	431,278	431,278	0	0	0
Inter-Departmental Charges	86,603	76,202	76,202	0	0	0
Debt/Other Financing Uses	586,482	570,400	570,400	0	0	0
Capital Assets	98,776	70,000	70,000	0	0	0
Total Expenditures	\$ 14,276,366	\$ 14,074,598	\$ 14,074,598	\$ 0	\$ 0	\$ 0
Inter-Agency Billings	12,480,493	12,278,725	12,278,725	0	0	0
Net Budget	\$ 1,795,873	\$ 1,795,873	\$ 1,795,873	\$ 0	\$ 0	\$ 0

## Monona Terrace Convention Center

Agency Number: 11  
 Budget Function: Convention Center

The mission of Monona Terrace Community and Convention Center is to be a high quality, customer-focused facility that serves as a community gathering place, a tourist destination and a catalyst for economic activity for the City of Madison, Dane County and the State of Wisconsin.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Community Convention Center	0	0	0	0	0	0
<b>Agency Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Funding for the net operating expense (subsidy) of Monona Terrace, which is derived from the Room Tax. (See separate "Room Tax Fund" page in the Special Fund Statements section of the budget.) The subsidy provided in the Executive Budget is \$2,890,275, which includes a Payment in Lieu of Tax (PILOT) of \$316,100 and debt service of \$36,359 related to the WRS Prior Service Obligation Loan.
2. A five percent reduction in the net operating subsidy, achieved primarily by elimination of one management position in late 2011 and an increase in budgeted revenue.
3. Funding of \$130,490 for the Greater Madison Convention and Visitors Bureau (GMCVB) for specific convention marketing.
4. Establishing the authorized level of City subsidy for Monona Terrace Community and Convention Center in 2012 and establishing the authorized permanent staff positions as adopted. All other amounts, except permanent salary and debt service, are provided as informational in order to determine the authorized subsidy level and may, in the course of the year, be adjusted by the City Finance Director to reflect income generated by Monona Terrace, if such adjustments do not increase the authorized level of subsidy or increase debt service.

**Monona Terrace Convention Center**

**Budget Service Descriptions:**

**Community Convention Center**

The Monona Terrace Community and Convention Center serves the community in three ways: as a convention center attracting new dollars to Madison and Dane County, as a tourism destination, and as a community center for the citizens of our community.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 7,208,950	\$ 7,252,897	\$ 7,191,333
Less Inter-Agency Billings	7,208,950	7,252,897	7,191,333
Net Total	\$ 0	\$ 0	\$ 0

**Monona Terrace Convention Center  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 2,838,472	\$ 2,878,780	\$ 2,799,465	\$ 2,808,519	\$ 2,808,519	\$ 0
Hourly Employee Pay	338,264	329,966	329,966	329,396	329,396	0
Overtime Pay	35,868	47,246	47,246	47,164	47,164	0
Fringe Benefits	1,293,776	1,286,692	1,269,012	1,256,721	1,256,721	0
Purchased Services	1,783,783	1,786,473	1,762,657	1,776,390	1,776,390	0
Supplies	409,870	432,573	450,382	453,108	453,108	0
Inter-Departmental Charges	146,415	110,676	110,676	138,103	138,103	0
Debt/Other Financing Uses	362,503	343,747	343,747	352,459	352,459	0
Capital Assets	0	36,744	36,744	29,473	29,473	0
<b>Total Expenditures</b>	<b>\$ 7,208,950</b>	<b>\$ 7,252,897</b>	<b>\$ 7,149,895</b>	<b>\$ 7,191,333</b>	<b>\$ 7,191,333</b>	<b>\$ 0</b>
<b>Inter-Agency Billings</b>	<b>7,208,950</b>	<b>7,252,897</b>	<b>7,149,895</b>	<b>7,191,333</b>	<b>7,191,333</b>	<b>0</b>
<b>Net Budget</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Public Works & Transportation

Agency Number: **52**  
Budget Function: **Public Works and Transportation**

The mission of the Department of Public Works and Transportation is to provide high-level management and coordination of the Engineering, Streets, Parks, Water Utility, Traffic Engineering, Parking Utility, Fleet Service, and Metro Transit agencies.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Management & Support	17,710	0	0	0	0	0
<b>Agency Total</b>	<b>\$ 17,710</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. The funding for this agency of the additional incremental salary and benefits of the Streets Superintendent to serve as the Public Works Team Leader was transferred to the Streets Division budget in 2011.

**Public Works & Transportation**

**Budget Service Descriptions:**

**Management & Support**

The Department of Public Works and Transportation is responsible for the management and coordination of the eight agencies included in the Department.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 17,710	\$ 0	\$ 0
Less Inter-Agency Billings	0	0	0
Net Total	<u>\$ 17,710</u>	<u>\$ 0</u>	<u>\$ 0</u>

**Public Works & Transportation  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	0	0	0	0	0	0
Fringe Benefits	2,710	0	0	0	0	0
Purchased Services	0	0	0	0	0	0
Supplies	0	0	0	0	0	0
Inter-Departmental Charges	0	0	0	0	0	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	0	0	0	0	0
Total Expenditures	<u>\$ 17,710</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Inter-Agency Billings	0	0	0	0	0	0
Net Budget	<u>\$ 17,710</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

## Engineering

Agency Number: **53**  
 Budget Function: **Public Works**

The Engineering Division is responsible for the design, supervision and inspection of all street, highway, sidewalk and bike path construction; all City surveying and mapping operations including maintenance of the City's Official Map, street and utility records; management of the Madison Storm Water and Sanitary Sewer Utilities, the review of land use changes for public works feasibility; the research and development services supporting the solid waste management program; and the preparation of various studies relating to Public Works.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Engineering and Administration	Detail not available.			\$ 2,627,055	\$ 2,647,456	\$ 0
Mapping & Records				465,675	465,675	0
Facilities Management				652,723	631,979	0
<b>Agency Total</b>	<u>\$ 3,789,767</u>	<u>\$ 3,934,873</u>	<u>\$ 3,934,746</u>	<u>\$ 3,745,453</u>	<u>\$ 3,745,110</u>	<u>\$ 0</u>

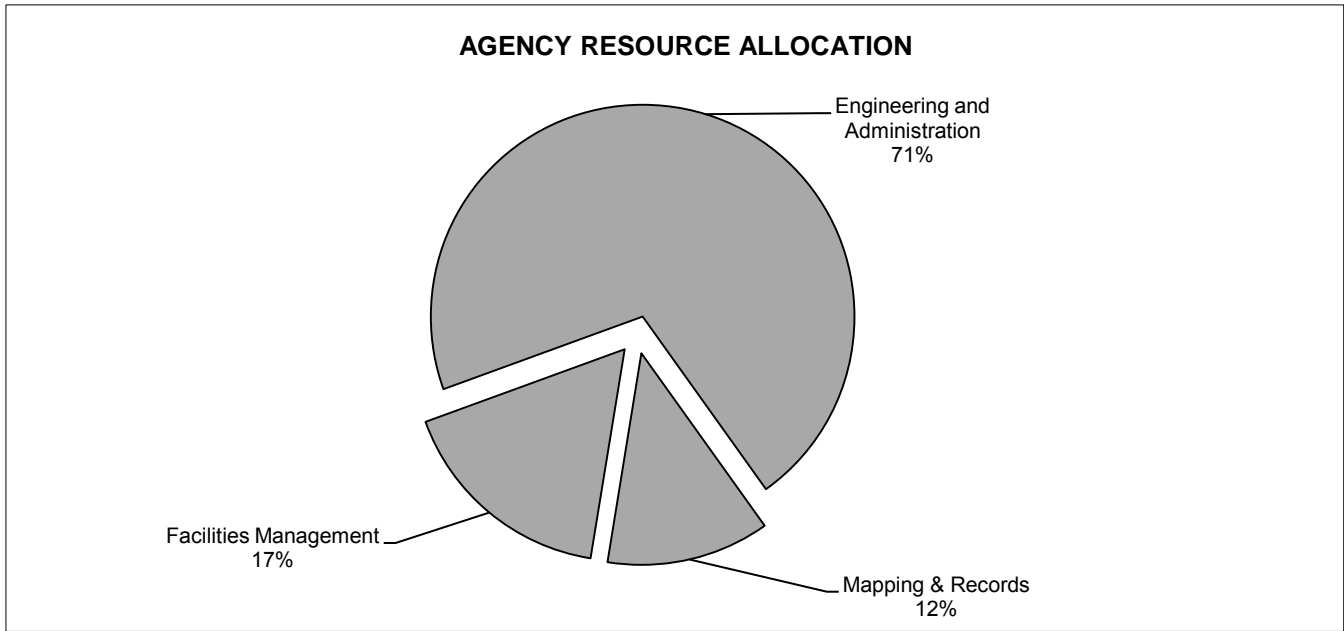
### Executive Budget Highlights

The Budget includes:

1. Restoration of \$20,400 to fully fund maintenance and custodial services.
2. Restoration of \$64,790 to fund a currently filled Custodial Worker 2 position.
3. Savings of \$85,532 from the elimination of a Public Works Foreperson position, ended on April 1, 2011 under terms of the 2011 Adopted Operating Budget.
4. Savings of \$58,169 from utilization of a 3.0% salary savings rate versus a 2.0% rate. An estimated total of 2.5 FTEs will be left vacant for the year to meet total salary savings requirements.
5. A reduction of \$47,345 in overtime pay and associated benefits.
6. A reduction in the median landscaping budget of \$73,375.
7. An increase in billings to capital projects of \$130,120. This is made possible by the displacement of outside contractors with existing staff, and is also partly related to work on the Johnson Street and State Street capital projects.
8. Federal EPA grant funding of \$200,000, largely related to Sustain Dane costs.
9. An increase of \$27,203 in lease payments from the US Postal Service for the station in the Madison Municipal Building.
10. A loan of four existing Streets employees to Engineering from April 1 through September 30. The Street Division's peak operating season is October through March, while Engineering's is April through November. These employees will perform asphalt pavement patching and supplement Engineering's existing staff performing sanitary and storm water repairs and maintenance. Engineering will also be performing additional capital project work. Engineering would avoid hiring four hourly employees. (See also Streets budget. This results in a savings of \$128,150 for the Streets Division.)



## Engineering



### **Budget Service Descriptions:**

#### **Engineering and Administration**

The Engineering and Administration service provides for the review and design of streets, bridges, and bikeways. Citizen involvement in projects undertaken is a high priority as is quality design of the various projects. This program involves local streets, collector streets, arterial streets, bikeways, and other path systems which are condition rated every other year. Maintaining the safety of the City's bridges through biannual inspections, routine maintenance and scheduled rehabilitation and replacement is part of this program. Other services provided include review of Plats and Certified Survey Maps, conditional use applications, and planned unit developments to ensure that they are compatible with future transportation needs.

This service also provides for the maintenance of sidewalks through the general sidewalk repair and rehabilitation program including construction of accessible ramps. The sidewalk rebate program, a program which allows residents to replace their own sidewalk and obtain a rebate for a portion of the cost is also administered. The City has a ten year sidewalk repair program which provides for the repair of all the City's sidewalk over a ten year period.

This service also provides environmental engineering and planning for the City. Responsibilities include managing the City's closed landfills, coordinating the remediation of soil and groundwater contamination, performing environmental audits, supervising fuel tanks and oil disposal sites, managing Leaking Underground Storage Tanks/ERP sites, assisting residents with flooding, siting new landfills and developing long range waste management plans. Most of this work is required by State law. Operation and maintenance of large landfill gas and leachate collection systems are significant tasks and require staff to be available 24 hours per day.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 4,408,250
Less Inter-Agency Billings	Detail not available.		1,760,794
Net Total			<u>\$ 2,647,456</u>

## Mapping & Records

Mapping and Records service reviews new subdivisions, land divisions, conditional use permits, parking lot plans, applications for building permits and applications for new public land in general. This service also prepares legal descriptions for acquisition, street rights-of-way and street vacations. It also maintains the City's Official Maps, Assessors' Parcel Maps, Fire Department Run Maps, Police Sector Maps, storm sewer records, sanitary sewer records, and assigns street names and addresses. The map records are in digital form and are available from the Mapping/GIS system. This service also provides all hardware and software support for the Mapping/GIS system network. The next phase of GIS is to develop a database to maintain City buildings. This service provides geospatial analysis, using "intelligent" maps for the Engineering Division and various other City agencies.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 556,950
Less Inter-Agency Billings			91,275
Net Total			\$ 465,675

## Facilities Management

This section is responsible for development and maintenance of a large portion of the City's physical plant. Staff perform architectural services and supervise construction projects, including building retrofits to meet energy and accessibility standards and goals. Several City agency facilities (Fire, Police district stations, Fairchild Building, South Madison Health and Family Center, First Street Garage and the Engineering Services Building) are maintained by this section. The Madison Municipal Building is also managed and funded by this section. Staff also coordinate State boiler inspections in cooperation with insurance underwriters and supervise contracted maintenance work. The management emphasis for this service has been on "green cleaning," energy efficiency and increased quality for custodial services.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 2,804,621
Less Inter-Agency Billings			2,172,642
Net Total			\$ 631,979

**Engineering**  
**Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 7,475,124	\$ 3,933,253	\$ 3,933,253	\$ 3,926,441	\$ 3,912,006	\$ 0
Hourly Employee Pay	586,505	269,703	269,703	188,360	188,360	0
Overtime Pay	643,924	156,810	156,810	100,000	117,108	0
Fringe Benefits	3,236,953	1,779,763	1,779,762	1,756,579	1,753,563	0
Purchased Services	939,960	1,024,565	952,166	837,932	837,932	0
Supplies	319,007	295,691	321,500	323,220	323,220	0
Inter-Departmental Charges	811,857	440,264	440,264	421,632	421,632	0
Debt/Other Financing Uses	0	0	235,650	200,000	200,000	0
Capital Assets	<u>65,384</u>	<u>0</u>	<u>25,067</u>	<u>16,000</u>	<u>16,000</u>	<u>0</u>
Total Expenditures	\$ 14,078,714	\$ 7,900,049	\$ 8,114,175	\$ 7,770,164	\$ 7,769,821	\$ 0
Inter-Agency Billings	<u>10,288,947</u>	<u>3,965,176</u>	<u>4,179,429</u>	<u>4,024,711</u>	<u>4,024,711</u>	<u>0</u>
Net Budget	<u>\$ 3,789,767</u>	<u>\$ 3,934,873</u>	<u>\$ 3,934,746</u>	<u>\$ 3,745,453</u>	<u>\$ 3,745,110</u>	<u>\$ 0</u>

## Sewer Utility

Agency Number: **54**  
 Budget Function: **Sewer**

The mission of the Madison Sewer Utility is to provide waste water collection to the citizens of Madison. A rate structure is prepared annually, which finances the collection, conveyance and treatment of City waste water. The Sewer Utility is managed by the City Engineer.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Sewer Engineering and Admin	Detail not available.			0	0	0
Sewer Operations	Detail not available.			0	0	0
<b>Agency Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

The Budget includes:

1. A projected increase from 2011 projected levels of \$794,730 (4.92%) in charges from the Madison Metropolitan Sewerage District for the processing and disposal of sewage collected.
2. Continued funding of the trenchless pipe repair program which allows for repairing sewer mains without the need for complete excavation, thereby saving in overall cost per repair.
3. An anticipated average rate increase of 5% for 2012.

## Sewer Utility

### Budget Service Descriptions:

#### **Sewer Engineering and Admin**

The Engineering and Administration service handles design and inspection and obtaining permits for the construction of any additions to the collection system. Industrial and other high strength waste contributors are monitored and special bills are prepared by the Engineering Division. The service also handles the review and inspection of various permits related to the sanitary sewer system including excavation permits and sewer plugging permits.

<b>Service Summary</b>			
	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Executive</u>
Total Expenditures	Detail not available.		\$ 10,123,262
Less Inter-Agency Billings			<u>10,123,262</u>
Net Total			<u>\$ 0</u>

This section is responsible for ensuring that the City's sanitary collection system operates as designed and to maximize the useful life of these assets. Sanitary maintenance activities include emergency response and preventive maintenance cleaning of more than 750 miles of sanitary sewer mains; CCTV inspection, flow monitoring, smoke testing and GPS structure inspections to identify sources of inflow and infiltration; assess cleaning activity effectiveness; assess condition of existing sewers to identify candidates for repair and rehabilitation; provide pre-design/post-construction pipe surveys for designers, inspectors and mapping; repair of defects in mains, laterals and structures; and utility locating and marking to protect underground facilities from damage.

<b>Service Summary</b>			
	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Executive</u>
Total Expenditures	Detail not available.		\$ 20,326,491
Less Inter-Agency Billings			<u>20,326,491</u>
Net Total			<u>\$ 0</u>

**Sewer Utility  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 0	\$ 2,105,827	\$ 2,105,827	\$ 2,109,997	\$ 2,109,997	\$ 0
Hourly Employee Pay	0	149,910	149,910	144,560	144,560	0
Overtime Pay	0	197,611	197,611	200,000	200,000	0
Fringe Benefits	0	975,377	975,377	977,048	977,048	0
Purchased Services	15,479,071	16,979,820	16,638,700	17,289,180	17,289,180	0
Supplies	141,685	215,291	438,315	355,550	355,550	0
Inter-Departmental Charges	5,267,743	2,549,730	2,549,730	2,725,031	2,725,031	0
Debt/Other Financing Uses	7,066,198	5,624,561	5,489,778	6,491,414	6,491,414	0
Capital Assets	69,473	60,648	60,648	156,973	156,973	0
Total Expenditures	\$ 28,024,170	\$ 28,858,775	\$ 28,605,896	\$ 30,449,753	\$ 30,449,753	\$ 0
Inter-Agency Billings	28,024,170	28,858,775	28,605,896	30,449,753	30,449,753	0
Net Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

## Stormwater Utility

Agency Number: **56**  
 Budget Function: **Stormwater**

The mission of the Madison Stormwater Utility is to provide stormwater management services to the public, while maintaining an equitable rate structure. These management services shall follow goals to eliminate or reduce flooding and to improve the water quality of lakes and streams. The Stormwater Utility shall cooperate and coordinate watershed management with neighboring municipalities, regulatory agencies, and public watershed organizations.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Stormsewer Eng. and Admin.	Detail not available.	0	0	\$ 0	\$ 0	\$ 0
Stormwater Operations		0	0	0	0	0
<b>Agency Total</b>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Funding for the street sweeping and leaf collection efforts of the Streets Division.
2. A new pilot program for sharing employees with Streets Division from April to September. The busy time of year for Streets employees is opposite that of the Stormwater Utility making employee sharing a beneficial program. The Stormwater Utility will need to utilize fewer hourly employees to help offset the cost of this program. The increased efficiencies gained by having more experienced, versatile employees will enable the Stormwater Utility to perform additional capital projects in-house, further offsetting the costs of the program.
3. Continued work related to lake management including lake level monitoring.

## Stormwater Utility

### Budget Service Descriptions:

#### **Stormsewer Eng. and Admin.**

The Stormwater Engineering and Administration service handles the design and inspection of stormwater infrastructure and the administration of stormwater related permits. This service also handles lake management activities and the maintenance of stormwater related records. General utility administration is also included in this service.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 7,560,624	\$ 8,500,576
Less Inter-Agency Billings		7,560,624	8,500,576
Net Total		\$ 0	\$ 0

#### **Stormwater Operations**

This section is responsible for ensuring that the City's stormwater collection and drainage systems operate as designed and to maximize the useful life of these assets. Activities include the periodic cleaning of storm sewer main and leads; scheduled cleaning of catch basins and specialized stormwater filtration devices; post-storm cleaning of grates and inlets; greenway mowing; CCTV inspection and GPS structure inspections to assess cleaning activity effectiveness; assessing the condition of existing sewers to identify candidates for repair and rehabilitation; providing pre-design/post-construction pipe surveys for designers, inspectors, and mapping; repair of defects in mains, leads, and structures; utility locating and marking to protect underground facilities from damage; and illicit discharge inspection.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 4,939,903	\$ 4,950,774
Less Inter-Agency Billings		4,939,903	4,950,774
Net Total		\$ 0	\$ 0



**Stormwater Utility  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 0	\$ 1,530,783	\$ 1,530,783	\$ 1,596,052	\$ 1,596,052	\$ 0
Hourly Employee Pay	0	71,613	71,613	60,990	60,990	0
Overtime Pay	0	289,374	289,374	280,000	280,000	0
Fringe Benefits	0	732,822	732,822	758,328	758,328	0
Purchased Services	374,859	535,670	520,845	471,905	471,905	0
Supplies	160,274	263,175	216,201	194,650	194,650	0
Inter-Departmental Charges	5,910,855	3,645,367	3,645,367	3,695,507	3,695,507	0
Debt/Other Financing Uses	5,258,206	5,407,624	5,556,517	6,306,841	6,306,841	0
Capital Assets	15,684	24,099	24,099	87,077	87,077	0
Total Expenditures	\$ 11,719,877	\$ 12,500,527	\$ 12,587,621	\$ 13,451,350	\$ 13,451,350	\$ 0
Inter-Agency Billings	11,719,877	12,500,527	12,587,621	13,451,350	13,451,350	0
Net Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

## Landfill

Agency Number: **59**  
Budget Function: **Public Works**

The Engineering Division is responsible for the maintenance of the City's closed landfill sites, including both licensed landfills and landfills operated prior to landfill license requirements. The land rights and improvements of the City, or such rights determined to exist, for the following landfills were transferred to the land assets of the Madison Sewer Utility: Mineral Point Landfill, Greentree Landfill, Demetral Landfill, Sycamore Landfill, Olin Landfill, and the Sycamore clean fill site. In addition, this service includes the investigation and maintenance of other landfill sites that are determined to be the responsibility of the City.

Of major concern is the control of landfill gas and groundwater contamination.

Funding is provided by a Landfill Remediation Fee, which is collected with the City's combined utility bill.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Landfill Management & Mtc.	0	0	0	0	0	0
<b>Agency Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. A decrease in billings to customers to \$5 per equivalent meter. This is the lowest rate that still allows the meeting of debt revenue covenants.

**Landfill**

**Budget Service Descriptions:**

**Landfill Management & Mtc.**

This service provides the management of closed landfills for which the City is responsible. The operation and maintenance of large landfill gas and leachate collection systems is one of the significant tasks of this section.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 6,741,479	\$ 1,309,450	\$ 1,142,620
Less Inter-Agency Billings	6,741,479	1,309,450	1,142,620
Net Total	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**Landfill  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 0	\$ 239,897	\$ 239,897	\$ 248,224	\$ 248,224	\$ 0
Hourly Employee Pay	0	15,437	15,437	15,000	15,000	0
Overtime Pay	0	6,000	6,000	6,000	6,000	0
Fringe Benefits	0	107,750	107,750	111,339	111,339	0
Purchased Services	202,935	196,690	194,190	204,390	204,390	0
Supplies	35,193	49,734	36,734	47,750	47,750	0
Inter-Departmental Charges	553,770	241,172	241,172	250,434	250,434	0
Debt/Other Financing Uses	5,793,109	353,687	373,187	247,633	247,633	0
Capital Assets	156,473	99,083	249,083	11,850	11,850	0
Total Expenditures	<u>\$ 6,741,479</u>	<u>\$ 1,309,450</u>	<u>\$ 1,463,450</u>	<u>\$ 1,142,620</u>	<u>\$ 1,142,620</u>	<u>\$ 0</u>
Inter-Agency Billings	<u>6,741,479</u>	<u>1,309,450</u>	<u>1,463,450</u>	<u>1,142,620</u>	<u>1,142,620</u>	<u>0</u>
Net Budget	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

## Parks

Agency Number: **61**  
 Budget Function: **Culture, Recreation and Education**

The mission of the Parks Division is to: provide the ideal system of parks, natural resources and recreational opportunities which will enhance the quality of life for everyone; provide an exceptional system of safe, accessible, well-planned and maintained parks, facilities, public cemetery, natural areas and public shorelines; provide affordable opportunities for recreational and educational experiences; preserve and expand urban forest resources through a well-planned and systematic approach to tree maintenance, planting and natural area management; preserve and promote parks' historic legacy; and provide opportunities for cultural interaction by facilitating community and ethnic festivals and through the display of public art.

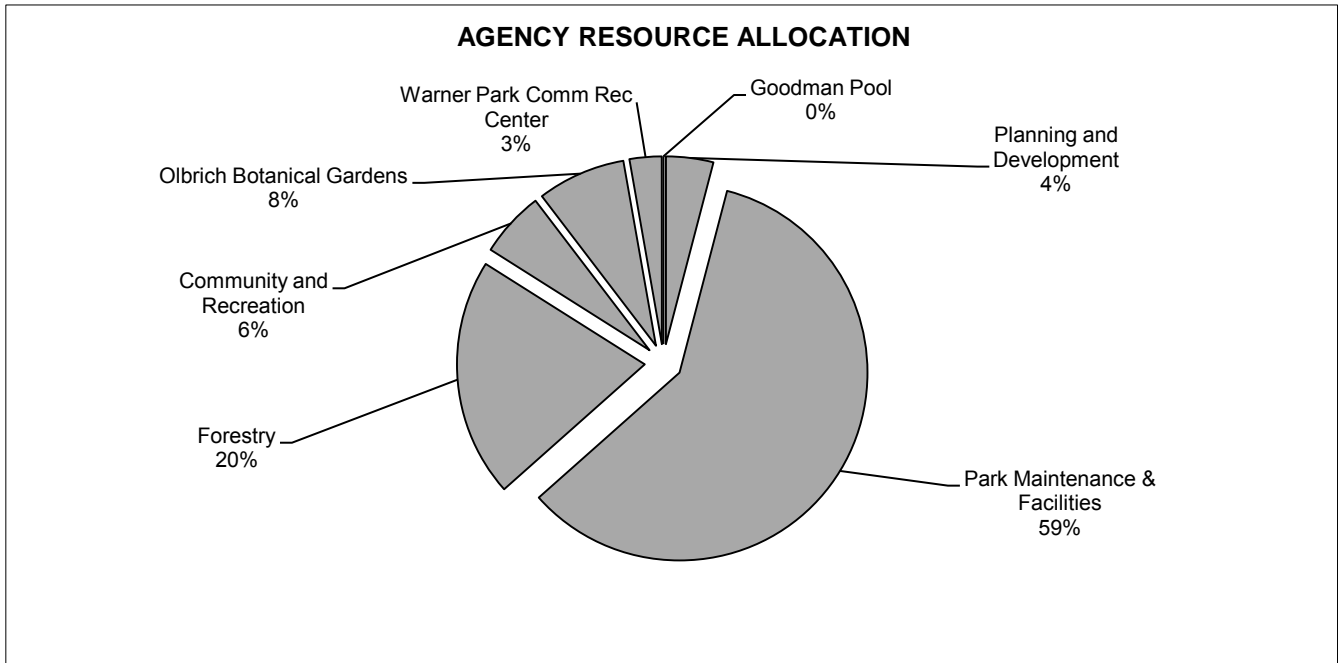
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Planning and Development				\$ 589,849	\$ 589,849	\$ 0
Park Maintenance & Facilities				8,399,142	8,591,734	0
Forestry				2,803,991	2,970,965	0
Community and Recreation				772,764	818,624	0
Olbrich Botanical Gardens				1,100,392	1,100,392	0
Warner Park Comm Rec Center				386,863	401,060	0
Goodman Pool	0	0	0	0	0	0
<b>Agency Total</b>	<u>\$ 14,434,025</u>	<u>\$ 14,868,238</u>	<u>\$ 14,868,238</u>	<u>\$ 14,053,000</u>	<u>\$ 14,472,623</u>	<u>\$ 0</u>

Detail not available.

### Executive Budget Highlights

1. Restoration of \$14,197 to allow for normal hours of operation at the Warner Park Community Recreation Center.
2. Restored funding of \$45,860 to continue lifeguard services at Bernie's, Esther, James Madison, Olin, Spring Harbor, and Warner beaches.
3. Restoration of \$40,400 to provide for ice rink operation at Warner, Gardner, and Goodman parks.
4. Restored funding of \$48,000 for street tree replacements.
5. Restoration of \$58,331 for a Parks Maintenance Worker position.
6. Restored funding of \$87,179 for one filled Public Works Foreperson. Savings of \$72,031 from elimination of one vacant position of the same title.
7. Restoration of \$11,658 for hourly wages, plants, and material at Olbrich Gardens.
8. Restoration of \$14,000 for continued Gypsy Moth spraying. Savings of \$58,331 from the elimination of one vacant Forestry position.
9. Funding of \$100,000 for Warner Park master planning. This project will involve both information gathering and planning.
10. Savings of \$109,836 from a salary savings rate of 3.0%, instead of 2.0%.
11. Savings of \$63,495 from the elimination of a vacant Equipment Operator 3 position.
12. Savings of \$50,400 derived from reducing hourly wages in the Cemetery (\$22,280), Mall/Concourse (\$16,980), General Parks (\$9,469), and Special Worker (\$1,671) operations.

**Parks**



**Budget Service Descriptions:**

**Planning and Development**

The Parks Planning and Development service is responsible for all park planning and the design and construction of the majority of park improvements in the over 6,000 acres of parks and open space in the City's park system. Planning encompasses not only strategic, long-term planning for the entire parks system through the development of the Parks and Open Space Plan, but also master planning for individual parks. Parks can range in size from 0.2 acres to over 200 acres; there are currently over 260 parks in the park system. Planning and Development is also responsible for developing the Capital Improvement Program for the parks system, including annual preparation of the Capital Improvement Program.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 746,849
Less Inter-Agency Billings	Detail not available.		157,000
Net Total			<u>\$ 589,849</u>

## Park Maintenance & Facilities

The Park Maintenance & Facilities service is responsible for the maintenance of all park facilities, open spaces, and park land. This service includes General Park Maintenance, Facilities Maintenance, Conservation Park Maintenance, Mall/Concourse Park Maintenance, Parks Construction and the operation of the Forest Hill Cemetery. Maintaining and improving these diverse parks and facilities includes tasks such as mowing, refuse collection, building repair, trail maintenance, snow and ice clearing from walkways and parking lots, cleaning restrooms, and management of public boulevards, streets, highways, bicycle ways, right of ways and some greenways. Parks Facilities and Maintenance staff play a critical role in preparing shelter facilities for reservations and public use. Parks Maintenance staff are also responsible for snow and ice control for significant portions of the City's bike paths and sidewalks. Ice rink maintenance is also completed during the winter season, as soon as the bike paths, sidewalks and parking lots are completed. Conservation Park Maintenance is responsible for cross country ski trail maintenance during the winter season. Mall/Concourse Maintenance is responsible for maintenance of the State Street/Capitol Square including refuse and recycling collection, snow and ice control, plantings, and sidewalk maintenance. The Mall/Concourse service is partially supported by the Mall Maintenance Special Charges.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	Detail not available.		\$ 9,116,484
Less Inter-Agency Billings			524,750
Net Total			<u>\$ 8,591,734</u>

## Forestry

Forestry is responsible under State statute and Madison ordinance for all forestry maintenance services. This service: 1) performs tree pruning and removal; 2) performs emergency tree cleanup following storms; 3) plants new and replacement trees; 5) removes City trees or directs the removal of private trees afflicted with Dutch elm disease, oak wilt or emerald ash borer; 6) inspects and directs the work of contractors when working near publicly owned trees during City engineering projects; and 7) responds to invasive species that threaten our urban forest such as the gypsy moth.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	Detail not available.		\$ 3,041,965
Less Inter-Agency Billings			71,000
Net Total			<u>\$ 2,970,965</u>

## Community and Recreation

The Community and Recreation Services section brings our community together through quality programming and timely distribution of information. Community and recreation services is responsible for organizing and providing oversight on large community events such as Ride the Drive, Rhythm and Booms, Taste of Madison and smaller events such as Family Fun events at Goodman Pool and neighborhood parks. This section is also responsible for lake access management, winter programming and concessions, beach management, volunteer management and the marketing and communications of the entire division.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,464,874
Less Inter-Agency Billings			646,250
Net Total			<u>\$ 818,624</u>

## Olbrich Botanical Gardens

Olbrich Botanical Gardens provides nationally award-winning horticultural displays and diverse botanical collections. The gardens serve as an educational and community resource. More than sixteen acres are under cultivation and open to the general public all year. Olbrich is one of the top three visitor attractions in Dane County.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,448,392
Less Inter-Agency Billings			348,000
Net Total			<u>\$ 1,100,392</u>

### Warner Park Comm Rec Center

The Warner Park Community Recreation Center is a 31,750 square foot community recreational facility serving youth, families and senior citizens with a variety of recreation and social services.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 601,060
Less Inter-Agency Billings	Detail not available.		200,000
Net Total			<u>\$ 401,060</u>

### Goodman Pool

Goodman Pool provides quality aquatic recreation programs and lessons. Annually, 60,000 people enjoy the aquatic centers popular waterslides, eight lane lap pool, diving well, and large zero-depth water area for pre-school children. Goodman Pool offers over 180 lessons throughout the summer season, taught by highly qualified American Red Cross certified staff. The pool also features a sand play area, bi-weekly themed events, and boasts party packages for birthdays, corporate outings or family reunions. This 1,000 person capacity aquatic center is centrally located in Madison and boasts patrons from all around the City and Dane County.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 376,009	\$ 340,500	\$ 379,606
Less Inter-Agency Billings	<u>376,009</u>	<u>340,500</u>	<u>379,606</u>
Net Total	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>



**Parks**  
**Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 7,499,491	\$ 7,774,542	\$ 7,774,542	\$ 7,476,647	\$ 7,578,758	\$ 0
Hourly Employee Pay	1,169,375	1,257,899	1,257,899	1,165,168	1,221,668	0
Overtime Pay	47,793	90,537	90,537	76,402	76,402	0
Fringe Benefits	3,334,088	3,465,009	3,465,009	3,325,112	3,374,950	0
Purchased Services	1,661,904	1,607,939	1,631,439	1,532,304	1,687,104	0
Supplies	755,084	758,675	735,175	704,526	767,900	0
Inter-Departmental Charges	2,048,488	2,050,252	2,050,252	2,092,447	2,092,447	0
Debt/Other Financing Uses	9,790	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 16,526,014	\$ 17,004,853	\$ 17,004,853	\$ 16,372,606	\$ 16,799,229	\$ 0
Inter-Agency Billings	<u>2,091,989</u>	<u>2,136,615</u>	<u>2,136,615</u>	<u>2,319,606</u>	<u>2,326,606</u>	<u>0</u>
Net Budget	<u>\$ 14,434,025</u>	<u>\$ 14,868,238</u>	<u>\$ 14,868,238</u>	<u>\$ 14,053,000</u>	<u>\$ 14,472,623</u>	<u>\$ 0</u>

## Golf Enterprise

Agency Number: **65**  
 Budget Function: **Public Works and Transportation**

The mission of the Golf Course Enterprise is to provide the Madison area golfing public with the finest possible golfing conditions at reasonable prices and for all levels of play. Turf, tee and greens maintenance is a top priority to enhance the golfing experience; qualified Golf Professionals are available for instruction and pro shop needs. Reservations, league play, annual season passes, concessions and rentals are all available.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Golf Course Maintenance	0	0	0	0	0	0
<b>Agency Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. Funding to continue operation of all 72 holes located at the four City golf courses.
2. A budgeted surplus of \$176,894. It is anticipated that this surplus would allow the Golf Enterprise Fund to begin to accumulate a cash reserve. This reserve would put the fund in a significantly improved financial position, allowing for capital reinvestment in future years.

**Golf Enterprise**

**Budget Service Descriptions:**

**Golf Course Maintenance**

Golf Course Maintenance takes care of the operation and maintenance of the Yahara, Odana, Monona and Glenway Courses, which provide a total of 72 holes of play.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 2,093,142	\$ 2,252,000	\$ 2,247,000
Less Inter-Agency Billings	2,093,142	2,252,000	2,247,000
Net Total	\$ (0)	\$ 0	\$ 0

**Golf Enterprise  
Summary by Major Object of Expenditure**

	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Request</b>	<b>Executive</b>	<b>Adopted</b>
Permanent Salaries	\$ 357,518	\$ 354,054	\$ 354,054	\$ 375,841	\$ 375,841	\$ 0
Hourly Employee Pay	347,723	348,602	348,602	345,000	345,000	0
Overtime Pay	7,491	7,012	7,012	5,000	5,000	0
Fringe Benefits	209,978	191,564	191,564	200,025	200,025	0
Purchased Services	437,391	431,380	431,980	438,000	438,000	0
Supplies	216,567	221,950	221,350	221,350	221,350	0
Inter-Departmental Charges	189,157	218,837	218,837	222,890	222,890	0
Debt/Other Financing Uses	242,288	388,601	388,601	358,894	358,894	0
Capital Assets	85,029	90,000	90,000	80,000	80,000	0
<b>Total Expenditures</b>	<b>\$ 2,093,142</b>	<b>\$ 2,252,000</b>	<b>\$ 2,252,000</b>	<b>\$ 2,247,000</b>	<b>\$ 2,247,000</b>	<b>\$ 0</b>
<b>Inter-Agency Billings</b>	<b>2,093,142</b>	<b>2,252,000</b>	<b>2,252,000</b>	<b>2,247,000</b>	<b>2,247,000</b>	<b>0</b>
<b>Net Budget</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Streets

Agency Number: **63**  
 Budget Function: **Public Works**

The mission of the Streets Division is to provide a clean and safe City for Madison's residents, businesses and guests by: collecting, processing, and disposing of solid wastes and recyclables; cleaning, maintaining and repairing streets; removing snow and ice from City streets; removing noxious weeds; minimizing the environmental impact of these services; and providing customers with accurate and timely information about services offered.

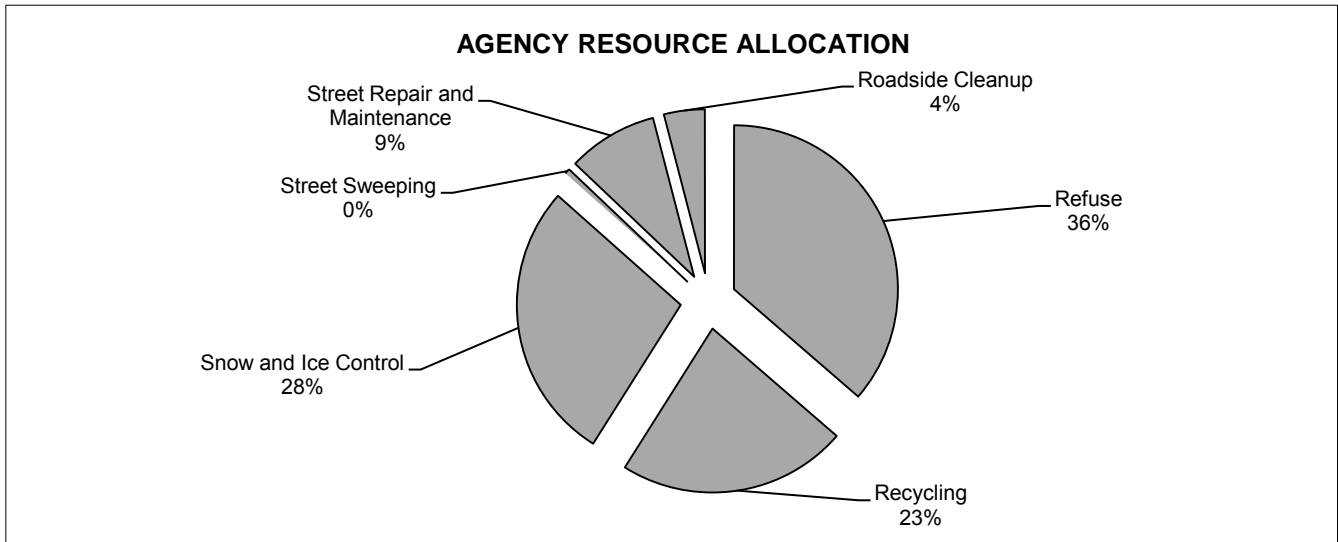
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Refuse	Detail not available.			\$ 8,354,558	\$ 8,541,517	\$ 0
Recycling				5,098,520	5,315,117	0
Snow and Ice Control				6,032,165	6,487,527	0
Street Sweeping				124,406	124,406	0
Street Repair and Maintenance				2,082,515	2,082,515	0
Roadside Cleanup				951,053	951,053	0
<b>Agency Total</b>				<u>\$ 22,677,600</u>	<u>\$ 23,910,975</u>	<u>\$ 24,843,999</u>

### Executive Budget Highlights

The Budget includes:

1. Restoration of \$99,875 for a Streets General Foreperson position.
2. Restoration of salt usage from 200 lbs, to 300 lbs per each two lane miles (\$273,000). Restoration of contracted snow plowing (\$54,675). Restoration of sanding operations between midnight and 4:00 a.m. (\$92,875).
3. Restoration of \$62,826 for overtime related to leaf collection.
4. Restoration of \$19,784 for overtime related to the student move out.
5. Restoration of funding for drop off sites (\$27,271).
6. Restored funding of \$34,813 of clearing snow and ice from cross walks.
7. Restoration of funding for the Global Positioning Satellite (GPS) program (\$65,000).
8. Additional net revenues of \$26,000 for charging \$10 per end loader bucket load of wood mulch.
9. Funding of \$150,000 to work with Dane County on long range sustainable waste and energy solutions.
10. Savings from reductions in hourly salaries (\$56,380), closing the South Point yard waste drop off site (\$30,680), and eliminating Street Teams (\$25,000).
11. Savings of \$185,000 from reductions in street sealcoating.
12. An increase of \$573,449 in anticipated revenues from the sale of recyclables to reflect expected market prices in 2012.
13. An increase in landfill tipping fees (\$122,300) due to a price increase of \$2.40 per ton.
14. An increase in landfill tipping fees (\$52,800) due to Dane County charging the City of Madison the State of Wisconsin imposed fee of \$13.20 per ton that the County is being charged for the disposal of the City's sweeper debris.
15. Savings from assigning four existing Streets employees to Engineering from April 1 through September 30. The Street Division's peak operating season is October through March, while Engineering's is April-November. These employees will perform asphalt pavement patching and supplement Engineering's existing staff performing sanitary and storm water repairs and maintenance. Engineering will also be performing additional capital project work. Engineering would avoid hiring four hourly employees. This results in a savings of \$128,150 for the Street Division.

**Streets**



**Budget Service Descriptions:**

**Refuse**

The refuse service involves the collection and disposal of solid waste materials generated by City of Madison residents. Refuse is collected weekly using automated and semi-automated collection methods. Large Items are collected bi-weekly. All items are collected curbside, transferred at the City's Transfer Station and then deposited in the Dane County Landfill. Bulk metal items are salvaged.

**Refuse Collection Data  
Tons Collected by Year**

<u>Service</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Refuse and Garbage	43,267	39,952	38,716	39,644	39,522	39,890
Large Items	6,829	6,390	6,442	5,384	4,303	3,778
<b>Total</b>	<b>50,096</b>	<b>46,342</b>	<b>45,158</b>	<b>45,028</b>	<b>43,825</b>	<b>43,667</b>

**Service Summary**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Executive</u>
Total Expenditures			\$ 8,815,967
Less Inter-Agency Billings	Detail not available.		274,450
<b>Net Total</b>			<b>\$ 8,541,517</b>

## Recycling

Recycling consists of bi-weekly, single stream curbside collection of recyclables using automated collection. Yard waste and leaves are collected curbside during April and in the fall and are accepted at three Self Help Drop Off Sites during the remainder of the growing season. These Drop Off Sites also accept brush from City of Madison residents. Brush is collected curbside from City of Madison households from April through mid October. The yard waste is taken to Dane County operated compost sites and the logs and brush are processed into mulch and made available for City residents to obtain and reuse at their residences.

### Recycling Collection Data Tons Diverted by Year

<b>Service</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Curbside Recyclables	23,316	28,574	28,405	27,195	26,208	26,401
Electronics Recycling	92	103	210	239	227	177
Other Diverted Items	6,948	7,900	7,315	6,497	7,164	37,455
Leaves, Yard Waste and Brush	37,043	45,538	34,794	42,657	40,364	34,745
<b>Total</b>	<b>67,399</b>	<b>82,115</b>	<b>70,724</b>	<b>76,588</b>	<b>73,963</b>	<b>98,778</b>

### Service Summary

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 7,999,307
Less Inter-Agency Billings	Detail not available.		2,684,190
Net Total			\$ 5,315,117

## Snow and Ice Control

Snow and Ice Control service is responsible for the removal of snow and ice from all Madison streets and bicycle ways. This operation includes salting, sanding and plowing. Madison practices a "sensible salting" policy; salt and liquid calcium chloride are applied only to predetermined routes which cover bus routes, main streets, connecting streets and streets leading to and from schools. All other City streets, hills, intersections and railroad crossings are sanded.

A snow accumulation event of three inches or more results in a City-wide, or "general" plowing operation. On average, this standard has contributed to the performance of five general plowings per snow season. In addition to the City's 85-90 pieces of equipment available for plowing, the City employs private contractors capable of furnishing graders and end loaders for general plowing operations. Under normal conditions, a general plowing effort is completed in 10 to 12 hours.

Snow & Ice Control (10 Year Totals)						Salt Brine
Winter Season	Snowfall	# Plowings	Tons Salt	Tons Sand	Gallons	
1	2001-2002	31.8 in.	3	6,423	2,320	
2	2002-2003	28.8 in.	2	9,010	3,163	
3	2003-2004	31.6 in.	4	7,853	4,909	
4	2004-2005	43.9 in.	5	12,037	3,926	8,066
5	2005-2006	47.6 in.	6	9,762	2,929	2,040
6	2006-2007	55.1 in.	6	10,984	4,640	30,325
7	2007-2008	101.4 in.	14	17,946	15,626	37,669
8	2008-2009	72.0 in.	9	9,379	10,701	29,456
9	2009-2010	51.6 in.	5	10,752	6,198	62,751
10	2010-2011	73.4 in.	9	13,837	8,113	128,955

Service Summary			
	2010 Actual	2011 Adopted	2012 Executive
Total Expenditures			\$ 6,607,437
Less Inter-Agency Billings	Detail not available.		119,910
Net Total			\$ 6,487,527

## Street Sweeping

Street Sweeping removes refuse and debris from all City of Madison streets. The Streets Division operates nine street sweepers. Streets are swept on a rotational pattern, by collection district. Aldermanic districts 13, 6 and portions of districts 2 and 11 are swept weekly in order to protect Madison's lakes by minimizing the amount of pollutants entering the lakes. Debris collected by sweepers is hauled away to a landfill to be used as cover material.

Street Cleaning Data						
	2005	2006	2007	2008	2009	2010
Curb Mileage Swept	31,795	35,114	30,274	31,601	36,738	36,884
Debris Collected (Tons)	5,472	5,728	5,012	11,114	8,799	8,269

Service Summary			
	2010 Actual	2011 Adopted	2012 Executive
Total Expenditures			\$ 1,919,424
Less Inter-Agency Billings	Detail not available.		1,795,018
Net Total			\$ 124,406

## Street Repair and Maintenance

The Street Repair and Maintenance Program performs routine street maintenance, which includes filling of potholes and depressions, removal and replacement of damaged pavement, and grinding and resurfacing with crushed stone and sealant.

Street Repair and Maintenance Data						
	2005	2006	2007	2008	2009	2010
Tons Asphalt Purch. (Hot Mix)	907	1,142	1,014	1,176	1,251	1,410
Tons Asphalt Purch. (Cold Mix)	543	413	313	1,021	644	329
Tons Crushed Stone Purchased	105	740	1,011	1,102	698	1,036

Service Summary			
	2010 Actual	2011 Adopted	2012 Executive
Total Expenditures	Detail not available.		\$ 2,137,235
Less Inter-Agency Billings			54,720
Net Total			\$ 2,082,515

## Roadside Cleanup

Roadside Cleanup consists of noxious weed removal, stump removal and graffiti eradication. Property owners with vacant property within the City of Madison must remove any noxious weed, as defined by State statute, or the City of Madison will remove them at property owner's expense. These regulations also apply to unimproved roadways. After Forestry removes trees from City owned property, the tree stumps are removed, cleaned and filled with top soil by Streets Division crews prior to Forestry replanting a new tree. Graffiti found on City property is eradicated. Graffiti found on private property is either eradicated with the property owner being assessed or the address being referred to Building Inspection for citing and private eradication.

Service Summary			
	2010 Actual	2011 Adopted	2012 Executive
Total Expenditures	Detail not available.		\$ 1,003,763
Less Inter-Agency Billings			52,710
Net Total			\$ 951,053

Service	Roadside Cleanup					
	2005	2006	2007	2008	2009	2010
Roadsides Cut (miles)	1,133	961	800	1,127	1,125	1,047
Stump grubbing (# completed)	723	682	1,687	2,003	1,260	1,014
Graffiti Remediated	1,617	1,430	1,979	3,269	3,717	1,639
Graffiti Referred	1,521	1,823	2,813	4,535	3,453	1,559



**Streets**  
**Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 8,722,327	\$ 8,831,496	\$ 8,831,496	\$ 8,787,352	\$ 8,887,951	\$ 0
Hourly Employee Pay	379,348	382,162	382,162	287,175	311,657	0
Overtime Pay	589,998	733,424	923,424	533,273	718,092	0
Fringe Benefits	4,074,914	4,247,239	4,283,814	4,177,576	4,262,219	0
Purchased Services	4,352,171	4,472,911	4,788,911	4,414,304	4,698,504	0
Supplies	1,393,787	1,497,566	1,631,566	1,234,827	1,510,027	0
Inter-Departmental Charges	7,992,260	8,060,173	8,316,622	8,057,883	8,094,683	0
Debt/Other Financing Uses	500	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 27,505,305	\$ 28,224,971	\$ 29,157,995	\$ 27,492,390	\$ 28,483,133	\$ 0
Inter-Agency Billings	<u>4,827,706</u>	<u>4,313,996</u>	<u>4,313,996</u>	<u>4,849,173</u>	<u>4,980,998</u>	<u>0</u>
Net Budget	<u>\$ 22,677,600</u>	<u>\$ 23,910,975</u>	<u>\$ 24,843,999</u>	<u>\$ 22,643,217</u>	<u>\$ 23,502,135</u>	<u>\$ 0</u>

## Water Utility

Agency Number:     **64**  
Budget Function:    **Water**

The mission of the Madison Water Utility is to provide and maintain an adequate supply of safe water for consumption and fire protection, with quality service and at a reasonable price, for present and future generations.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Water Supply	0	0	0	0	0	0
<b>Agency Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. The Utility plans to file a formal 8% rate increase application with the Public Service Commission of Wisconsin in the fall of 2011. The revenue in the 2012 operating budget request includes the prorated 8% rate increase beginning with the August 2012 customer billing, with the full increase effective with the January 2013 billing. The last rate increase of 9% was granted in May 2011.
2. A Revenue Bond issue of approximately \$18 million is expected in the fall of 2011, and an additional bond issue of approximately \$14 million is anticipated in the summer of 2012. Both bond issues include funding for the Advanced Metering Infrastructure (AMI) project. The last bond issue was in November 2010.
3. The addition of 1.0 FTE Maintenance Mechanic 2.

## Water Utility

### Budget Service Descriptions:

#### Water Supply

The Madison Water Utility serves 65,000 customers, providing approximately 11 billion gallons of water a year. The Utility operates 23 wells to supply the water, which is delivered to customers through over 835 miles of water main.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 28,687,388	\$ 31,064,169	\$ 33,358,787
Less Inter-Agency Billings	<u>28,687,388</u>	<u>31,064,169</u>	<u>33,358,787</u>
Net Total	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

#### Water Utility Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 6,782,696	\$ 6,913,275	\$ 6,913,275	\$ 7,082,567	\$ 7,082,567	\$ 0
Hourly Employee Pay	83,321	113,404	113,404	167,000	167,000	0
Overtime Pay	300,935	150,260	150,260	200,000	200,000	0
Fringe Benefits	2,941,178	2,979,995	2,979,995	3,067,629	3,067,629	0
Purchased Services	4,002,466	3,758,450	4,981,819	5,556,350	5,556,350	0
Supplies	2,321,356	1,802,686	2,398,700	2,330,176	2,330,176	0
Inter-Departmental Charges	811,042	746,717	746,717	739,904	778,082	0
Debt/Other Financing Uses	10,831,996	14,022,082	12,164,599	13,512,392	13,690,733	0
Capital Assets	<u>612,398</u>	<u>577,300</u>	<u>577,300</u>	<u>486,250</u>	<u>486,250</u>	<u>0</u>
Total Expenditures	\$ 28,687,388	\$ 31,064,169	\$ 31,026,069	\$ 33,142,268	\$ 33,358,787	\$ 0
Inter-Agency Billings	<u>28,687,388</u>	<u>31,064,169</u>	<u>31,026,069</u>	<u>33,142,268</u>	<u>33,358,787</u>	<u>0</u>
Net Budget	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

# Metro Transit

Agency Number: **50**  
 Budget Function: **Transit**

It is the mission of the Metro Transit System, 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.

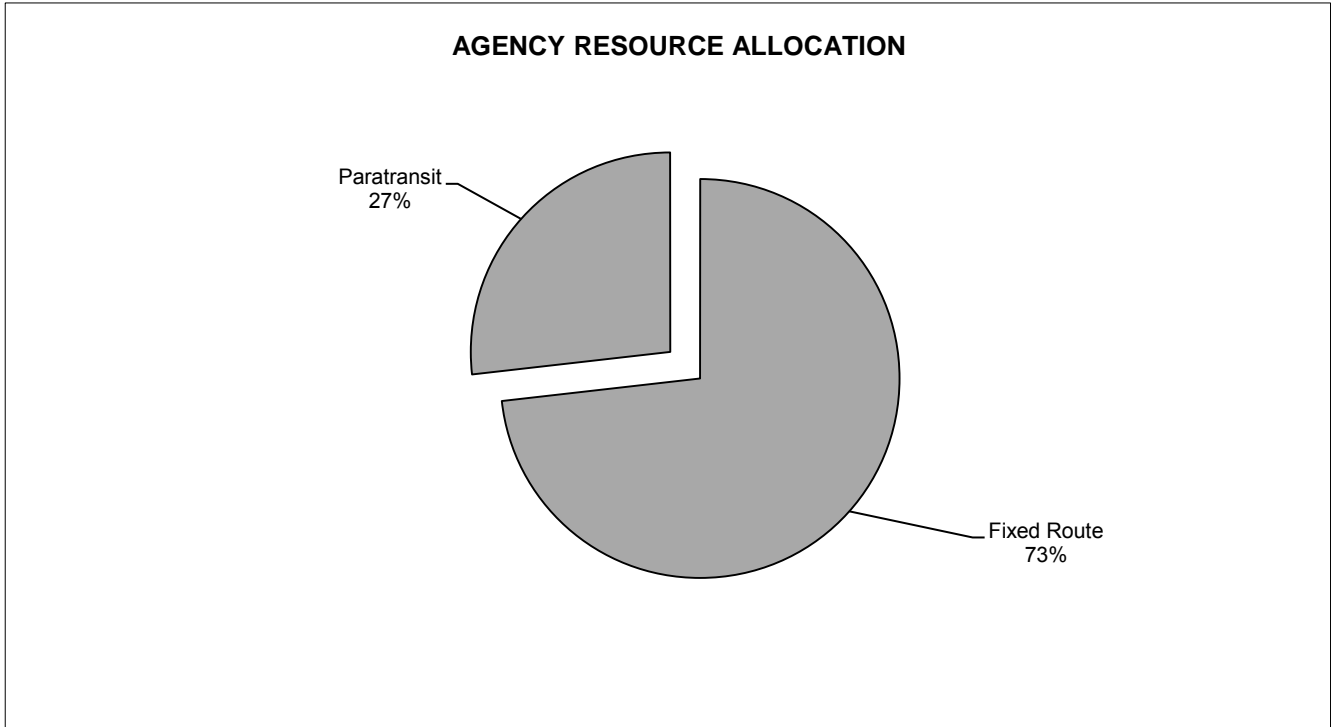
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Fixed Route	\$ 5,789,394	\$ 5,687,665	\$ 5,525,900	\$ 7,204,037	\$ 8,089,582	\$ 0
Paratransit	1,352,903	2,604,215	2,766,000	2,986,363	2,963,817	0
<b>Agency Total</b>	<b>\$ 7,142,297</b>	<b>\$ 8,291,880</b>	<b>\$ 8,291,900</b>	<b>\$ 10,190,400</b>	<b>\$ 11,053,399</b>	<b>\$ 0</b>

## Executive Budget Highlights

The Budget includes:

1. No service reductions or fare increases.
2. A reduction of \$1.8 million in state transportation aid funding, from \$18,021,300 in 2011 to \$16,219,200 for 2012.
3. An increase of \$1.1 million in budgeted diesel fuel expense due to anticipated price increases, from \$3,020,000 in 2011 to \$4,135,000 for 2012.
4. An increase in funding for Capital Assets from \$244,000 in 2011 to \$1,246,000 in 2012 as a result primarily of the need to replace eight para-transit vehicles. 80% of the cost of Capital Assets is offset by grant funding from the federal government.

## Metro Transit



### **Budget Service Descriptions:**

#### **Fixed Route**

Metro's Fixed Route service plans and coordinates all fixed route transit improvements and programs, including mainline bus service, secondary routes, commuter service, school service, circulator service and special event services. This service is also responsible for the repair and maintenance services required by the transit fleet.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 42,815,452	\$ 42,377,112	\$ 44,115,882
Less Inter-Agency Billings	<u>37,026,058</u>	<u>36,689,447</u>	<u>36,026,300</u>
Net Total	<u>\$ 5,789,394</u>	<u>\$ 5,687,665</u>	<u>\$ 8,089,582</u>

## Paratransit

This service provides curb-to-curb paratransit services. The paratransit customers are individuals with disabilities who use this service for work, post secondary education, medical, sheltered workshop and personal purposes. Private taxis and lift-equipped vans supplement this effort.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 7,662,512	\$ 9,251,810	\$ 10,216,517
Less Inter-Agency Billings	<u>6,309,609</u>	<u>6,647,595</u>	<u>7,252,700</u>
Net Total	<u>\$ 1,352,903</u>	<u>\$ 2,604,215</u>	<u>\$ 2,963,817</u>

## Metro Transit Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 23,210,131	\$ 23,650,908	\$ 23,588,300	\$ 23,468,900	\$ 23,845,501	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	1,579,174	1,202,076	1,249,100	1,256,000	1,256,000	0
Fringe Benefits	10,986,890	11,205,421	11,388,700	11,377,700	11,461,398	0
Purchased Services	7,514,073	7,708,300	7,534,800	7,610,300	7,710,300	0
Supplies	4,205,692	4,686,200	5,578,300	5,879,100	5,792,600	0
Inter-Departmental Charges	1,452,556	1,502,600	1,547,700	1,449,400	1,449,400	0
Debt/Other Financing Uses	1,346,064	1,429,417	1,353,800	1,571,200	1,571,200	0
Capital Assets	<u>183,384</u>	<u>244,000</u>	<u>244,000</u>	<u>1,246,000</u>	<u>1,246,000</u>	<u>0</u>
Total Expenditures	\$ 50,477,964	\$ 51,628,922	\$ 52,484,700	\$ 53,858,600	\$ 54,332,399	\$ 0
Inter-Agency Billings	<u>43,335,667</u>	<u>43,337,042</u>	<u>44,192,800</u>	<u>43,668,200</u>	<u>43,279,000</u>	<u>0</u>
Net Budget	<u>\$ 7,142,297</u>	<u>\$ 8,291,880</u>	<u>\$ 8,291,900</u>	<u>\$ 10,190,400</u>	<u>\$ 11,053,399</u>	<u>\$ 0</u>

## Traffic Engineering

Agency Number: **57**  
 Budget Function: **Public Works**

The mission of the Traffic Engineering Division is to use the tools available in transportation planning and operations to ensure safe, efficient, affordable, reliable and convenient movement of people and goods. These tools include a wide range of traffic study techniques and countermeasures. Examples include: traffic control devices, geometric design, safety studies, noise studies, pedestrian and bicycle safety and communications.

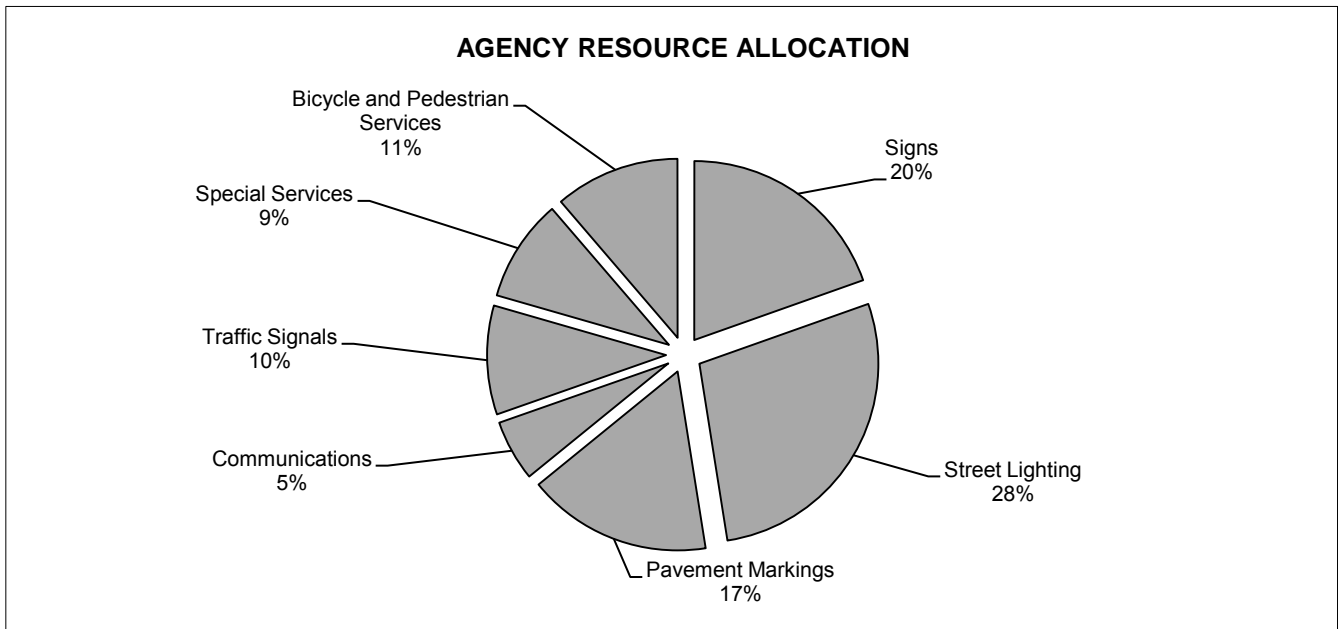
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Signs	\$ 703,722	\$ 982,115	\$ 982,115	\$ 965,740	\$ 1,007,160	\$ 0
Street Lighting	1,290,999	1,203,066	1,203,066	1,436,042	1,436,042	0
Pavement Markings	637,066	739,074	739,074	729,253	856,513	0
Communications	430,449	665,616	665,616	283,598	283,598	0
Traffic Signals	544,422	564,516	564,516	471,515	504,935	0
Special Services	1,741,937	388,848	388,848	476,154	476,154	0
Bicycle and Pedestrian Services	5,565	609,705	609,705	580,991	580,991	0
<b>Agency Total</b>	<u>\$ 5,354,159</u>	<u>\$ 5,152,941</u>	<u>\$ 5,152,941</u>	<u>\$ 4,943,293</u>	<u>\$ 5,145,393</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. The elimination of the interdepartmental transfer of \$30,240 from Traffic Engineering to the Madison Police Department (MPD) for the Speeders Hotline program. This funding is now included in the budget of the Madison Police Department, which administers this program that allows the public to report unsafe drivers.
2. Funding of \$8,000 in Capital Assets for a mobile, battery-operated LED sign which indicates the speed of passing vehicles and is an effective tool for traffic calming on City streets.

## Traffic Engineering



### **Budget Service Descriptions:**

#### **Signs**

The Signs section is responsible for installing, fabricating, cleaning, repainting, straightening, replacing and relocating street signs. There are approximately 60,000 signs in the City. The service includes: an annual inventory of all signs as to condition and proper location (in process of being computerized); studies to evaluate the need for new signs or removal/alteration of existing signs; surveys and reports on sight distance problems and sign obstructions; and upkeep and maintenance of signs and guardrails. This section installs and removes barricades and signs for special events (Rhythm and Booms, Art Fair, etc.) and provides barricades and signs to individuals with street-use permits. Generally, signs have an average useful life of 7 - 10 years. All signs require continuous maintenance and eventual replacement. Many types of City signs are gradually being replaced with a higher quality reflective sheeting material. These signs have a higher impact value and a longer life, but have a higher initial cost. Painted signposts are being gradually replaced with galvanized posts.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,136,019	\$ 1,627,408	\$ 1,478,147
Less Inter-Agency Billings	432,297	645,293	470,987
<b>Net Total</b>	<b>\$ 703,722</b>	<b>\$ 982,115</b>	<b>\$ 1,007,160</b>



## Street Lighting

The Street Lighting section provides City-wide street lights including relamping and repairing of City-owned street light units as needed. Staff repair and maintain light poles, bases and luminaires, and repair all damage resulting from crashes. This unit is responsible for the design of new lighting installations. This service also evaluates the need for changes in the existing systems and lighting units for specific neighborhood needs. There are over 12,700 street lights in the City, all of which need continuous maintenance and eventual replacement. New installations are generally the style that directs all of the light downward to reduce lighting the night sky. The energy charges for the division are nearly \$1.25 million annually with street lighting accounting for 75% of this total. Street light energy efficiency has been improved by the virtual elimination of incandescent and mercury vapor lighting. Instead, high pressure sodium vapor and metal halide lamp types now account for 96% of street lighting.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,668,808	\$ 1,600,997	\$ 1,906,343
Less Inter-Agency Billings	<u>377,810</u>	<u>397,931</u>	<u>470,302</u>
Net Total	<u>\$ 1,290,999</u>	<u>\$ 1,203,066</u>	<u>\$ 1,436,042</u>

## Pavement Markings

The Pavement Markings section performs an annual pavement marking inventory, plans, designs, prepares layouts and installs street and curb-side markings, utilizing both paint and semi-permanent marking materials such as preformed cold plastic, thermoplastic and epoxy. This unit is responsible for the maintenance of the following: the centerline, lane line and edge line markings (divide streets and provide guidance for vehicular traffic), the crosswalk markings (identify crossing areas for pedestrians), the curb-side markings (emphasize parking prohibition along a particular stretch of curb), bike path and ramp markings, speed hump markings, pavement arrows and stop lines (provide additional regulatory information to motorists) and other similar markings. The section develops and administers the annual pavement marking contract. All pavement marking materials require maintenance on a continual basis.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 672,900	\$ 935,186	\$ 887,936
Less Inter-Agency Billings	<u>35,834</u>	<u>196,111</u>	<u>31,423</u>
Net Total	<u>\$ 637,066</u>	<u>\$ 739,074</u>	<u>\$ 856,513</u>

## Communications

The Communications section installs, repairs, calibrates, modifies and tests two-way radios and associated electronic equipment, and plans, designs and installs municipal communications systems. Services include: maintenance of the two-way radios used by all City agencies, Dane County and suburban police and fire agencies (radios are tested annually, and agencies and other entities are charged for this service); repair and servicing of intercom, public address and radar equipment for various public agencies; and filing of the necessary license applications and renewals, conducting scheduled frequency checks and compiling of reports required by the FCC. This section plans, designs, modifies and installs communications equipment for the City, the 911 Center, and other public entities. All communications equipment requires continuous maintenance and eventual replacement.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,155,873	\$ 1,302,211	\$ 1,258,266
Less Inter-Agency Billings	<u>725,423</u>	<u>636,594</u>	<u>974,668</u>
Net Total	<u>\$ 430,449</u>	<u>\$ 665,616</u>	<u>\$ 283,598</u>

## Traffic Signals

This section is responsible for the installation, operation and upkeep of traffic signals. Staff maintain, clean, relamp, paint, align and inspect signal units annually; check signal controllers and detectors bimonthly; and repair equipment damaged in crashes and storms. The electrical cost for each signalized intersection averages \$600/year when using Light Emitting Diode lamps and maintenance averages \$2,500/year. This unit performs studies, planning and design associated with new installations as well as the regular review, revision and modernization for 293 signalized intersections. Signalized intersections have increased by 67 (30%) in the past nine years. Some of this growth is due to maintenance services for non-Madison areas, such as Fitchburg, Oregon, Verona and Dane County. Forty-three signals are outside the City limits but are maintained by Madison. Agreements allow the City to recover all of its costs, including engineering and overhead. New work activity includes the installation and maintenance of fiber optics. The City's installed conduit backbone is essential for routing fiber, which allows lease revenue to continue to grow.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,255,761	\$ 1,247,035	\$ 1,280,665
Less Inter-Agency Billings	<u>711,339</u>	<u>682,519</u>	<u>775,730</u>
Net Total	<u>\$ 544,422</u>	<u>\$ 564,516</u>	<u>\$ 504,935</u>

## Special Services

Special Services staff, in conjunction with the Pedestrian Bicycle Motor Vehicle Commission, provides overall leadership for traffic safety programs and assists on the overall transportation and traffic planning, design and transportation engineering for the City. In conjunction with City Engineering, the Department of Planning, Community and Economic Development, and Dane County Regional Planning, staff develop land use plans and evaluate the impact of potential land uses upon the existing transportation patterns and facilities. Services include: transportation and traffic planning, transportation design, special projects, design studies and traffic counts; driveway and parking lot review; review of conditional use, plat and rezoning applications; and other related issues. Staff assist neighborhoods and other government entities in planning transportation improvements. The neighborhood traffic management program has become an increasingly important part of the section's work.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,855,295	\$ 486,277	\$ 611,502
Less Inter-Agency Billings	<u>113,358</u>	<u>97,429</u>	<u>135,348</u>
Net Total	<u>\$ 1,741,937</u>	<u>\$ 388,848</u>	<u>\$ 476,154</u>

## Bicycle and Pedestrian Services

This is the second year of a new service dedicated to Bicycle and Pedestrian infrastructure improvements and program administration. Included is funding for the Pedestrian and Bike Coordinator and Pedestrian and Bike Safety Assistant who help advocate for, coordinate and implement bicycle and pedestrian related programs.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 13,830	\$ 712,329	\$ 580,991
Less Inter-Agency Billings	<u>8,266</u>	<u>102,624</u>	<u>0</u>
Net Total	<u>\$ 5,565</u>	<u>\$ 609,705</u>	<u>\$ 580,991</u>

**Traffic Engineering  
Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 3,602,985	\$ 3,595,412	\$ 3,595,412	\$ 3,669,204	\$ 3,669,204	\$ 0
Hourly Employee Pay	124,491	145,252	145,252	0	150,000	0
Overtime Pay	79,861	66,980	66,980	50,000	50,000	0
Fringe Benefits	1,419,316	1,557,500	1,557,500	1,569,037	1,586,137	0
Purchased Services	1,461,553	1,474,172	1,474,172	1,508,300	1,508,300	0
Supplies	532,881	534,649	534,649	460,821	487,821	0
Inter-Departmental Charges	516,095	537,476	537,476	544,388	544,388	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>21,305</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8,000</u>	<u>0</u>
Total Expenditures	\$ 7,758,486	\$ 7,911,442	\$ 7,911,442	\$ 7,801,750	\$ 8,003,850	\$ 0
Inter-Agency Billings	<u>2,404,327</u>	<u>2,758,501</u>	<u>2,758,501</u>	<u>2,858,457</u>	<u>2,858,457</u>	<u>0</u>
Net Budget	<u>\$ 5,354,159</u>	<u>\$ 5,152,941</u>	<u>\$ 5,152,941</u>	<u>\$ 4,943,293</u>	<u>\$ 5,145,393</u>	<u>\$ 0</u>

## Parking Utility

Agency Number:     **58**  
 Budget Function:    **Parking Utility**

The mission of the Parking Utility is to provide both on-street and off-street paid parking. This agency is responsible for the planning, engineering, construction, repair, maintenance, enforcement and general operation of all parking-related facilities and meters. The Parking Utility is administered by employees of the Parking Division, which is responsible for all on-street and off-street public parking.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Paid Parking	\$ 39,194	\$ (60,264)	\$ (60,264)	\$ (63,730)	\$ (63,730)	\$ 0
Non-Paid Parking	(39,194)	60,264	60,264	63,730	63,730	0
<b>Agency Total</b>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Funding of \$51,000 in Capital Assets for the purchase of a utility truck to replace a 10-year-old vehicle with snow plow capability. This will allow employees to do snow plow work formerly done by vendors.
2. Final implementation of the first 100 multi space meters.
3. Video equipment to improve customer and employee security.
4. A Payment-in-Lieu of Taxes (PILOT) to the City's General Fund of \$1,192,919.
5. A payment to the City's General Fund of \$195,953 for the Parking Meter Occupancy fee.
6. Reserves generated of \$2.26M as the Utility prepares for the replacement of the Government East Parking garage within the next few years.

## Parking Utility

### Budget Service Descriptions:

#### **Paid Parking**

The Paid Parking service includes all operational and maintenance functions governed by the Parking Utility for the City's parking ramps, lots, and on-street metered parking spaces -- a total of 5,555 spaces. The City owns five parking ramps which contain 3,724 parking spaces; of this total 3,189 are cashier- and/or paystation-operated, 301 are monthly, 105 are leased long-term, 19 are metered for autos (44 for cycles), and 65 are for people with disabilities. City-owned parking lots contain 473 spaces, which include 139 individually metered spaces (2 for cycles), 154 spaces controlled by pay-on-foot stations, 169 monthly spaces, and 13 spaces for people with disabilities. The City also provides 1,486 on-street metered spaces, including 137 multi-space parking spaces, 36 for people with disabilities and 17 for motorcycles. Enforcement of ramp parking is the responsibility of Parking Utility employees, while enforcement of on-street parking regulations is the responsibility of the Police Department's Parking Enforcement Officers (PEO's); enforcement of lot parking regulations is the joint responsibility of Parking Utility employees and PEO's. All citation revenue goes to the City General Fund.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 11,272,828	\$ 10,813,233	\$ 11,396,982
Less Inter-Agency Billings	<u>11,233,634</u>	<u>10,873,497</u>	<u>11,460,712</u>
Net Total	<u>\$ 39,194</u>	<u>\$ (60,264)</u>	<u>\$ (63,730)</u>

#### **Non-Paid Parking**

Non-Paid Parking comprises activities performed by Parking Division employees which are not directly related to the provision of paid parking. Examples include: development and administration of policies and regulations for non-metered on-street parking, contractor permits for parking-restricted streets, private new facility development, as well as tasks associated with non-City facilities.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 99,096	\$ 161,364	\$ 227,851
Less Inter-Agency Billings	<u>138,290</u>	<u>101,100</u>	<u>164,121</u>
Net Total	<u>\$ (39,194)</u>	<u>\$ 60,264</u>	<u>\$ 63,730</u>

**Parking Utility  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 3,044,286	\$ 3,269,992	\$ 3,269,992	\$ 3,371,762	\$ 3,371,762	\$ 0
Hourly Employee Pay	215,696	215,372	215,372	210,000	210,000	0
Overtime Pay	26,866	30,052	30,052	30,000	30,000	0
Fringe Benefits	1,234,842	1,420,083	1,420,083	1,462,714	1,462,714	0
Purchased Services	981,075	1,599,500	1,599,500	1,380,235	1,380,235	0
Supplies	199,179	306,800	306,800	314,600	314,600	0
Inter-Departmental Charges	1,087,758	1,116,965	1,116,965	1,092,518	1,093,058	0
Debt/Other Financing Uses	4,489,007	2,827,045	2,827,045	3,602,005	3,651,465	0
Capital Assets	<u>93,215</u>	<u>188,788</u>	<u>188,788</u>	<u>161,000</u>	<u>111,000</u>	<u>0</u>
Total Expenditures	\$ 11,371,924	\$ 10,974,597	\$ 10,974,597	\$ 11,624,834	\$ 11,624,834	\$ 0
Inter-Agency Billings	<u>11,371,924</u>	<u>10,974,597</u>	<u>10,974,597</u>	<u>11,624,834</u>	<u>11,624,834</u>	<u>0</u>
Net Budget	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

## Fleet Service

Agency Number: **55**  
 Budget Function: **Administration**

The mission of the Fleet Service Division is to provide a safe and reliable fleet of diverse equipment as needed for all user agencies, and provide fleet services with a concentrated effort toward a comprehensive preventive maintenance program at a competitive cost.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Provide Vehicles	0	0	0	1,170,822	1,392,822	0
<b>Agency Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,170,822</b>	<b>\$ 1,392,822</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. An additional \$1,100,000 for motor fuels.
2. Restoration of \$451,600 for capital assets, to be used for the purchase of police squad cars and other light vehicles.
3. Restoration of \$222,000 to the materials and supplies budget, mainly to provide adequate funding for tires and lubricants.
4. An increase of \$14,444 for debt service.
5. Savings of \$108,892 derived from the de-funding of a Fleet Technician and an Automotive Maintenance Worker.

Note: As part of the Adopted Budget process, the \$1,392,822 of levy support currently displayed for Fleet Service will be allocated to customer agencies. The Fleet Services net levy support will return to zero, and levy support for the customer agencies will increase by a commensurate amount.



**Fleet Service**

**Budget Service Descriptions:**

**Provide Vehicles**

This service includes the purchase and preparation of fleet equipment used by City agencies, the provision of in-house repairs, and the purchase of outside repair and maintenance services. The vehicles provided are the type and design to satisfy the service needs of user agencies. Equipment is replaced according to operating parameters and budgeted funding.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 14,280,284	\$ 14,744,695	\$ 16,163,667
Less Inter-Agency Billings	14,280,284	14,744,695	14,770,845
Net Total	\$ 0	\$ 0	\$ 1,392,822

**Fleet Service  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 2,276,946	\$ 2,346,489	\$ 2,346,489	\$ 2,285,518	\$ 2,285,518	\$ 0
Hourly Employee Pay	4,841	6,199	6,199	4,401	4,401	0
Overtime Pay	46,599	60,104	60,104	50,000	50,000	0
Fringe Benefits	983,541	1,061,158	1,061,158	1,031,754	1,031,754	0
Purchased Services	666,161	849,371	849,371	787,791	813,941	0
Supplies	4,918,782	5,297,148	5,297,148	6,175,148	6,397,148	0
Inter-Departmental Charges	251,299	329,634	329,634	320,269	320,269	0
Debt/Other Financing Uses	4,513,668	4,392,069	4,392,069	4,406,513	4,406,513	0
Capital Assets	618,447	402,523	402,523	854,123	854,123	0
Total Expenditures	\$ 14,280,284	\$ 14,744,695	\$ 14,744,695	\$ 15,915,517	\$ 16,163,667	\$ 0
Inter-Agency Billings	14,280,284	14,744,695	14,744,695	14,744,695	14,770,845	0
Net Budget	\$ 0	\$ 0	\$ 0	\$ 1,170,822	\$ 1,392,822	\$ 0

## PCED Office of Director

Agency Number: 21  
 Budget Function: **Planning and Development**

The mission of the Department of Planning and Community and Economic Development (DPCED) is to actively promote a diverse, safe and dynamic community and enhance the living, working and recreational choices for all Madison citizens and visitors. The Office of the Director of Planning and Community and Economic Development is responsible for the overall leadership and management of the Department in the pursuit of the Department's mission and community-building goals set by the Mayor and Common Council. The Director of Planning and Community and Economic Development serves as the Secretary of the City's Plan Commission. The Office of the Director of Planning and Community and Economic Development also provides centralized administrative support such as word processing, telephone and visitor reception, public information production and coordination, and consultation on Department initiatives to improve systems and customer service.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
PCED Admin. and Support	\$ 494,905	\$ 540,861	\$ 611,286	\$ 513,818	\$ 603,818	\$ 0
<b>Agency Total</b>	<u>\$ 494,905</u>	<u>\$ 540,861</u>	<u>\$ 611,286</u>	<u>\$ 513,818</u>	<u>\$ 603,818</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. A reduction of \$10,000 in funding for Preliminary Planning/Working Capital expenditures.
2. An increase in the Graphics Assistant position from a 0.5 FTE to a 0.75 FTE position.
3. A decrease in funding for Supplies and Purchased Services.
4. A reduction of \$55,487 in Inter-Agency billings for staff time to the CDA Redevelopment agency, representing the reallocation of the Director's time toward other projects, given that the CDA Redevelopment agency has an Executive Director.

**PCED Office of Director**

**Budget Service Descriptions:**

**PCED Admin. and Support**

Administration provides for the overall administration of the Department of Planning and Community and Economic Development and provides centralized administrative support services to other divisions of the Department. The Administration Service also acts as Secretary for the Plan Commission, supervises a word processing/clerical pool, and provides department-wide systems improvements among Units and public information coordination and development. The Support Service provides centralized word processing, telephone reception and other related support services to the Department as well as publication coordination and production.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 594,140	\$ 718,780	\$ 726,250
Less Inter-Agency Billings	99,234	177,919	122,432
Net Total	<u>\$ 494,905</u>	<u>\$ 540,861</u>	<u>\$ 603,818</u>

**PCED Office of Director  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 381,229	\$ 377,966	\$ 377,966	\$ 395,725	\$ 395,725	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	529	0	0	0	0	0
Fringe Benefits	136,480	160,636	160,636	168,183	168,183	0
Purchased Services	14,439	121,554	136,492	36,787	126,787	0
Supplies	15,901	19,800	19,800	10,950	10,950	0
Inter-Departmental Charges	45,562	38,824	38,824	24,605	24,605	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	0	0	0	0	0	0
Total Expenditures	<u>\$ 594,140</u>	<u>\$ 718,780</u>	<u>\$ 733,718</u>	<u>\$ 636,250</u>	<u>\$ 726,250</u>	<u>\$ 0</u>
Inter-Agency Billings	<u>99,234</u>	<u>177,919</u>	<u>122,432</u>	<u>122,432</u>	<u>122,432</u>	<u>0</u>
Net Budget	<u>\$ 494,905</u>	<u>\$ 540,861</u>	<u>\$ 611,286</u>	<u>\$ 513,818</u>	<u>\$ 603,818</u>	<u>\$ 0</u>

## Planning Division

Agency Number: **22**  
 Budget Function: **Planning and Development**

The Planning Division is responsible for working with the Council and Commissions to establish urban development policies, improve the quality of the downtown and existing neighborhoods, plan for new neighborhoods and peripheral growth management, compile and analyze statistical data relating to urban planning and management, and implement City land use and development policies through the maintenance of development regulations and the review of specific development proposals.

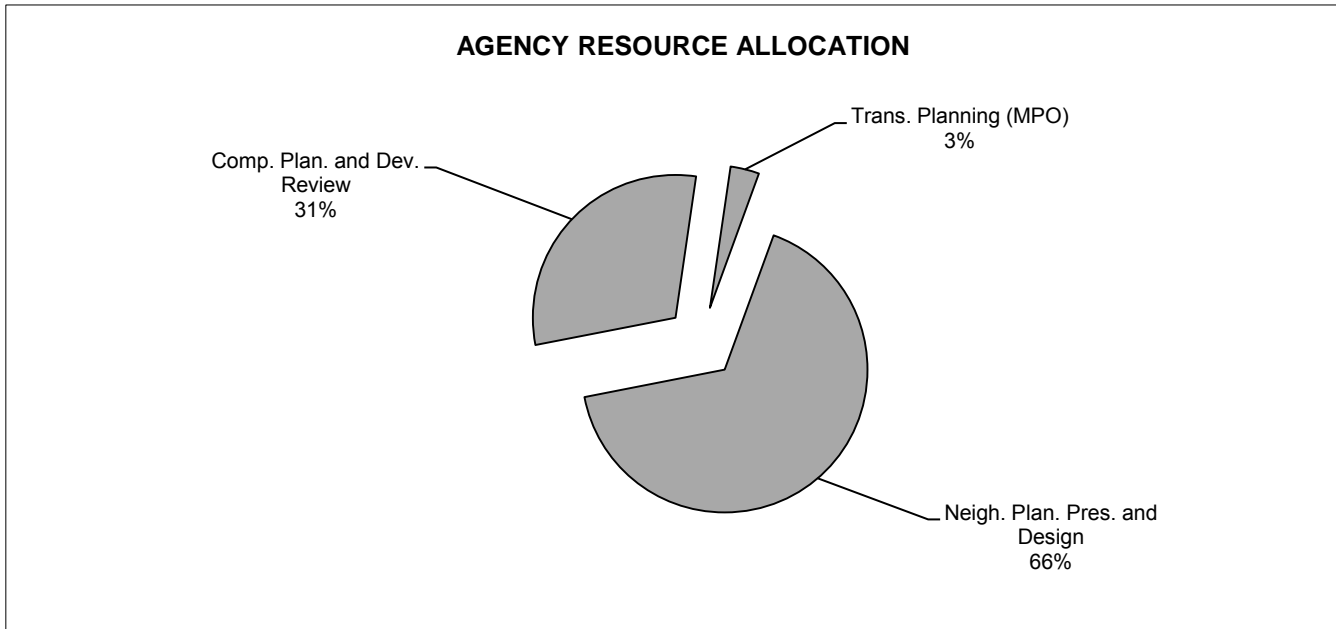
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Neigh. Plan. Pres. and Design	\$ 877,584	\$ 1,215,330	\$ 1,142,734	\$ 1,071,486	\$ 2,521,197	\$ 0
Comp. Plan. and Dev. Review	1,298,583	1,151,982	1,052,841	1,153,759	1,153,970	0
Trans. Planning (MPO)	96,110	102,637	102,637	121,206	123,284	0
<b>Agency Total</b>	<u>\$ 2,272,277</u>	<u>\$ 2,469,949</u>	<u>\$ 2,298,212</u>	<u>\$ 2,346,451</u>	<u>\$ 3,798,451</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Continuation of \$80,000 in funding for the Neighborhood Grants Program.
2. A reduction in funding for hourly salaries.
3. A reduction in funding for Supplies by approximately \$16,000.
4. Funding of \$19,500 to support a Neighborhood Conference.
5. Funding of \$2,500 for staff memberships in the American Institute of Certified Planners.
6. Funding of \$1,350,000 in support of the Overture Center is now included in the budget of the Planning Division, in conjunction with existing funding for the Madison Arts Program Administrator and arts and performance contracts. Under new organizational agreements, effective January 1, 2012, the City will provide financial support for Overture Center operations, but a budget for the Overture Center will no longer be presented as part of the City operating budget.
7. An increase in General Fund revenues of \$57,000 in fee increases for Certified Survey Maps, Conditional Use Permits and related development review fees and new fees for Site Plans and minor alterations to Conditional Use Permits and Planned Unit Developments.

**Planning Division**



**Budget Service Descriptions:**

**Neighborhood Planning Preservation and Design**

The mission of this service is to maintain and strengthen existing residential and commercial neighborhoods focusing on the downtown, isthmus and central city, as well as to protect and enhance the City's natural, cultural, aesthetic and historic resources. This service provides neighborhood planning services and technical services to neighborhoods, carries out the City's preservation planning program, administers the Municipal Arts program, develops and maintains urban design guidelines, prepares development concept plans, and monitors and recommends changes to the City's land development regulations. The service provides staff for the Urban Design Commission, Landmarks Commission, Madison Arts Commission and Council appointed ad hoc committees.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 998,564	\$ 1,324,030	\$ 2,630,397
Less Inter-Agency Billings	<u>120,980</u>	<u>108,700</u>	<u>109,200</u>
Net Total	<u>\$ 877,584</u>	<u>\$ 1,215,330</u>	<u>\$ 2,521,197</u>

## Comprehensive Planning and Development Review

The mission of this service is to maintain the City's urban development and growth management policy through the preparation and maintenance of long-range and Comprehensive Plan elements and mid-range neighborhood development plans, and to provide the necessary linkage to and implementation of these plans through the maintenance of the City's land development regulations (primarily zoning and subdivision regulations) and through the review and evaluation of specific land development proposals. This section provides data, information and mapping services; conducts needs assessment, inventories and analyzes urban development policy issues; maintains the City's geographic database; maintains and develops geographic information system planning applications; and works with a wide range of citizens and groups to develop and carry out these plans. The service provides staff for the Plan Commission, Long Range Transportation Planning Commission, and Council appointed committees.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,402,591	\$ 1,202,992	\$ 1,185,915
Less Inter-Agency Billings	104,008	51,010	31,945
Net Total	\$ 1,298,583	\$ 1,151,982	\$ 1,153,970

## Transportation Planning (Metropolitan Planning Organization)

The Madison Area Transportation Planning Board (TPB), the Metropolitan Planning Organization (MPO) for the Madison Area, is the designated policy body responsible for cooperative, comprehensive regional transportation planning and decision making for the Madison Metropolitan Planning Area. The Madison Metropolitan Planning Area consists of the City of Madison and the Madison Urbanized Area, including all or portions of the 27 contiguous villages, cities, and towns. The responsibilities of the MPO include carrying out a cooperative, continuous, and comprehensive planning process for making transportation investment decisions in the metropolitan area; preparing and maintaining a long-range multi-modal transportation plan; and preparing a five-year transportation improvement program to provide for transportation investments to meet metropolitan transportation needs. The Madison Area TPB consists of an independent intergovernmental board and was created through an agreement between the Governor and the City of Madison, originally in 1999, and then updated in 2007. In accord with the formal agreement, the City of Madison is responsible for providing staff and local match funding to the MPO.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 635,874	\$ 761,987	\$ 791,631
Less Inter-Agency Billings	539,764	659,350	668,347
Net Total	\$ 96,110	\$ 102,637	\$ 123,284

**Planning Division**  
**Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 1,849,360	\$ 1,922,210	\$ 1,801,777	\$ 1,905,223	\$ 1,905,223	\$ 0
Hourly Employee Pay	20,945	14,024	14,024	4,358	4,358	0
Overtime Pay	(3,094)	0	0	0	0	0
Fringe Benefits	685,300	818,538	767,234	810,216	810,216	0
Purchased Services	286,199	268,337	268,337	268,910	290,910	0
Supplies	52,417	73,805	73,805	53,900	57,819	0
Inter-Departmental Charges	109,741	112,095	112,095	113,336	109,417	0
Debt/Other Financing Uses	36,161	80,000	80,000	0	1,430,000	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 3,037,029	\$ 3,289,009	\$ 3,117,272	\$ 3,155,943	\$ 4,607,943	\$ 0
Inter-Agency Billings	<u>764,752</u>	<u>819,060</u>	<u>819,060</u>	<u>809,492</u>	<u>809,492</u>	<u>0</u>
Net Budget	<u>\$ 2,272,277</u>	<u>\$ 2,469,949</u>	<u>\$ 2,298,212</u>	<u>\$ 2,346,451</u>	<u>\$ 3,798,451</u>	<u>\$ 0</u>

## Building Inspection Division

Agency Number: **28**  
 Budget Function: **Planning and Development**

The mission of the Building Inspection Division is to ensure the well-being of people through the safety of property in the City of Madison and to maintain public trust and confidence by improving the construction and maintenance of structures and property; administering codes and ordinances consistently and fairly; continually improving codes, procedures and regulations; providing information to its customers to help them achieve their goals; and providing quality services in a professional and efficient manner.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Inspection	\$ 2,085,052	\$ 2,091,122	\$ 2,091,122	\$ 2,117,421	\$ 2,117,421	\$ 0
Health and Welfare	277,131	530,636	530,636	509,333	509,333	0
Zoning and Signs	465,118	480,467	480,466	414,481	482,472	0
Consumer Protection	183,502	221,426	221,426	153,039	153,039	0
Systematic Code Enforcement	900,403	829,509	829,509	751,227	819,218	0
<b>Agency Total</b>	<b>\$ 3,911,207</b>	<b>\$ 4,153,160</b>	<b>\$ 4,153,159</b>	<b>\$ 3,945,501</b>	<b>\$ 4,081,483</b>	<b>\$ 0</b>

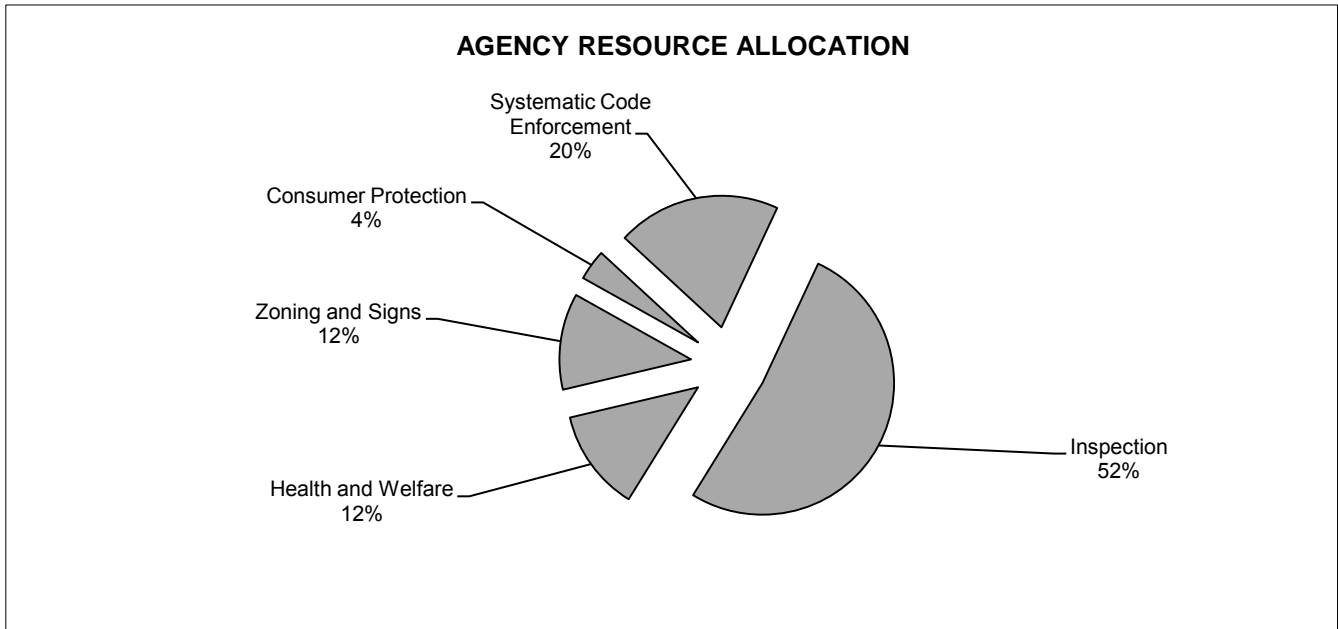
### Executive Budget Highlights

The Budget includes:

1. Defunding of a vacant Code Enforcement Officer 3 (New Construction) in order to meet the budget target. Given the downturn in the general economy and resulting slow down in new construction, Building Inspection will be able to deliver inspection services with existing staff.
2. Restoration of funding for two other vacant positions: a Code Enforcement Office 1 - Minimum Housing Inspector; and a Zoning Code Enforcement Officer 1.
3. An increase of \$136,000 in General Fund revenues derived from an increase in building/inspection fees. The bulk of the revenues (an estimated \$110,000) will be derived from an increase in fees for repair, replacement and alteration permits from \$10.00 to \$11.00 for each \$1,000 of work to be done. This fee has remained unchanged for more than 10 years.



## Building Inspection Division



### **Budget Service Descriptions:**

#### **Inspection**

This service ensures compliance with Madison's building and mechanical system ordinances. Construction projects, including additions and alterations, are reviewed and inspected. Accessibility and the environment (erosion control) are important parts of the process. Contractor licensing, permit records, sales surveys, pre-occupancy inspections, underground utilities and public safety are additional responsibilities. Many tradespeople and homeowners are assisted annually in keeping with the Department's goal of "educate first, regulate when necessary."

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 2,136,067	\$ 2,136,122	\$ 2,162,421
Less Inter-Agency Billings	51,015	45,000	45,000
<b>Net Total</b>	<b>\$ 2,085,052</b>	<b>\$ 2,091,122</b>	<b>\$ 2,117,421</b>

## Health and Welfare

This service provides assistance to thousands of citizens who need help taking care of environmental and related problems. Responsibilities of this section include enforcement and education efforts regarding sidewalk snow removal, trash, junk and debris removal, and graffiti removal.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 277,131	\$ 537,636	\$ 516,333
Less Inter-Agency Billings	0	7,000	7,000
Net Total	\$ 277,131	\$ 530,636	\$ 509,333

## Zoning and Signs

This service reviews all activity that is regulated by Madison's zoning code. Primary functions center around consultation with developers and the general public on land use issues. Staff conduct on-site inspections of projects requiring specific review. Section staff support the Zoning Board of Appeals; process conditional use applications; conduct investigations of improper land uses and process official notices to obtain compliance; maintain records of zoning changes, maps and variances; and administer sign and street graphic ordinances.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 465,118	\$ 480,467	\$ 482,472
Less Inter-Agency Billings	0	0	0
Net Total	\$ 465,118	\$ 480,467	\$ 482,472

## Consumer Protection

This service ensures that Madison's consumers receive the correct amount of product for which they pay. Inspections are made of packaging, weighing and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. Each device is registered and licensed. Packaged items in stores are spot checked for advertised weight and price. Items that are found to be incorrect are removed from service or removed from sales inventory. License fees collected are deposited in the General Fund.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 183,502	\$ 221,426	\$ 153,039
Less Inter-Agency Billings	0	0	0
Net Total	<u>\$ 183,502</u>	<u>\$ 221,426</u>	<u>\$ 153,039</u>

## Systematic Code Enforcement

This service involves the inspection of properties in areas of the City showing signs of blight. Historically, systematic inspections have helped in preventing Madison's older neighborhoods from becoming run-down and over-populated. This service helps maintain property values by eliminating blighting influences. Activities are coordinated with the rehabilitation and property improvement programs. Inspection activities are scheduled through the CDA using data gathered by Inspection staff and input from the neighborhood resource teams. This section is also responsible for heating and water leakage corrections; infestation eradication; repair of broken railings, windows and doors; and dozens of other problems associated with keeping the City's housing stock habitable. This section also deals with commercial properties that need attention. Extra effort is spent in Madison's targeted neighborhoods.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 905,031	\$ 829,509	\$ 819,218
Less Inter-Agency Billings	4,628	0	0
Net Total	<u>\$ 900,403</u>	<u>\$ 829,509</u>	<u>\$ 819,218</u>

**Building Inspection Division  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 2,577,815	\$ 2,673,891	\$ 2,673,891	\$ 2,524,762	\$ 2,620,188	\$ 0
Hourly Employee Pay	9,421	8,254	8,254	8,240	8,240	0
Overtime Pay	7,546	12,021	12,021	12,000	12,000	0
Fringe Benefits	1,010,170	1,139,659	1,139,659	1,076,274	1,116,830	0
Purchased Services	186,920	185,360	185,359	192,902	192,902	0
Supplies	47,327	59,894	59,894	59,894	59,894	0
Inter-Departmental Charges	127,650	126,081	126,081	123,428	123,428	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 3,966,850	\$ 4,205,160	\$ 4,205,159	\$ 3,997,501	\$ 4,133,483	\$ 0
Inter-Agency Billings	<u>55,643</u>	<u>52,000</u>	<u>52,000</u>	<u>52,000</u>	<u>52,000</u>	<u>0</u>
Net Budget	<u>\$ 3,911,207</u>	<u>\$ 4,153,160</u>	<u>\$ 4,153,159</u>	<u>\$ 3,945,501</u>	<u>\$ 4,081,483</u>	<u>\$ 0</u>

## Economic Development Division

Agency Number: **29**  
 Budget Function: **Planning and Development**

The Economic Development Division (EDD) is responsible for promoting the economic growth and competitiveness of the City to maintain and enhance the City's fiscal sustainability, job base, and business environment. EDD seeks to foster prosperity and ensure it is broadly shared. The Division administers the City's economic development plan; manages and coordinates the tools to redevelop and revitalize the City's older neighborhoods and commercial areas; performs real estate services for the City including property acquisition and disposition, management, leases, and relocation; promotes healthy neighborhoods and a viable urban community by administering community-oriented programs which provide affordable housing, expand economic opportunities, enhance suitable living environments, and support thriving neighborhoods, particularly for persons of low and moderate income; and provides advice and connections to help start, attract, retain, and grow businesses. EDD consist of three offices: the Office of Business Resource, the Office of Economic Revitalization, and the Office of Real Estate Services.

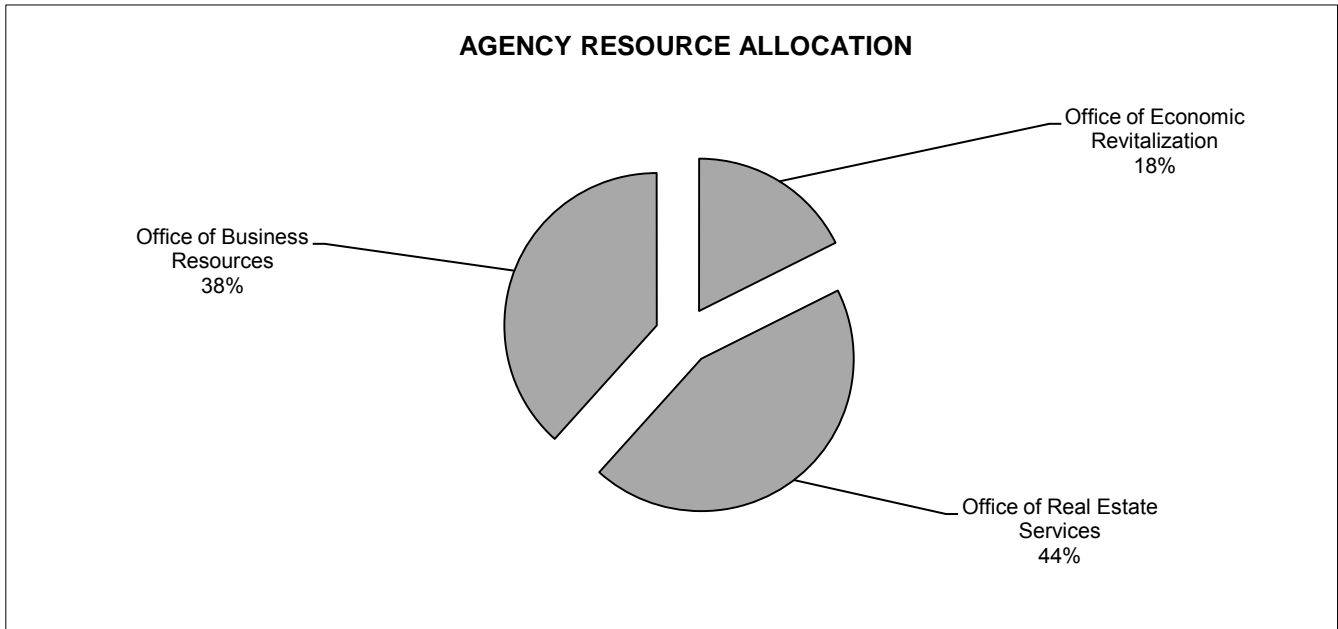
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Office of Economic Revitalization	\$ 212,829	\$ 162,849	\$ 162,849	\$ 213,087	\$ 213,087	\$ 0
Office of Real Estate Services	640,131	601,658	601,658	532,725	532,725	0
Office of Business Resources	<u>367,456</u>	<u>522,280</u>	<u>522,280</u>	<u>396,671</u>	<u>463,605</u>	<u>0</u>
<b>Agency Total</b>	<u>\$ 1,220,416</u>	<u>\$ 1,286,787</u>	<u>\$ 1,286,787</u>	<u>\$ 1,142,484</u>	<u>\$ 1,209,418</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. The elimination of a vacant Real Estate Agent 1 position and a vacant Small Business Development Specialist position.
2. Funding for a new 1.0 FTE Special Project Manager/Business Development Specialist to assist in the staffing of key strategic projects such as the development of the Capital East District and other targeted neighborhood development projects. It is intended that this position will help reduce the use of outside consultants employed for such projects, thereby reducing costs for some capital projects.
3. Additional funding of \$9,000 for marketing materials to promote Madison as a business locale and destination showcase.

**Economic Development Division**



**Budget Service Descriptions:**

**Office of Economic Revitalization**

The Office of Economic Revitalization (OER) promotes redevelopment, neighborhood revitalization and economic development. OER administers loans, grants, bonds and other tools to acquire, redevelop, rehabilitate and construct residential housing and commercial projects, including owner-occupied and rental rehabilitation loans, homebuyer's assistance loans, work force housing loans, small cap TIF loans, capital revolving fund loans, commercial facade improvement grants, residential energy efficiency incentive loans, downtown residential exterior lighting enhancement grants, and tax-exempt revenue bonds. OER also staffs the CDA Board of Commissioners and provides the staff services necessary for the CDA to manage, operate and implement its programs and redevelopment initiatives.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 392,004	\$ 412,549	\$ 411,087
Less Inter-Agency Billings	179,174	249,700	198,000
<b>Net Total</b>	<b>\$ 212,829</b>	<b>\$ 162,849</b>	<b>\$ 213,087</b>

**Office of Real Estate Services**

The Office of Real Estate Services acquires all real estate needed by City agencies for expansion of their programs (e.g., street rights-of-way and park land); expedites the implementation of redevelopment activities; administers the City's Tax Increment Financing and Capital Revolving Fund loan programs and analysis; provides relocation assistance to protect any persons displaced by City acquisitions; leases and manages City buildings and land held for future projects to citizens through leases and permits; inventories City lands and sells surplus properties in concert with neighborhood sale criteria committees; and investigates, evaluates and protects the title to City lands through numerous permitting, appraisal and authorization procedures.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 1,038,369	\$ 991,707	\$ 945,178
Less Inter-Agency Billings	398,238	390,049	412,453
Net Total	\$ 640,131	\$ 601,658	\$ 532,725

**Office of Business Resources**

The Office of Business Resources (OBR) helps businesses locate, open, or expand within the City of Madison by directing businesses toward financial and technical assistance programs available through the City and other sources; guiding businesses through City permitting and approval processes; facilitating appropriate space for business development through participation in City land use planning efforts; and, maintaining and providing demographic/community information to businesses. In addition, OBR staff serves as City liaisons to local business and economic development organizations, including the Madison Central Business Improvement District, Downtown Madison Inc., Greater Madison Chamber of Commerce, THRIVE, and neighborhood business/merchant associations. OBR staffs the Economic Development Committee, Vending Oversight Committee, and oversees the City's vending and sidewalk cafe programs.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 469,834	\$ 620,280	\$ 638,674
Less Inter-Agency Billings	102,378	98,000	175,069
Net Total	\$ 367,456	\$ 522,280	\$ 463,605

**Economic Development Division  
Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 1,338,744	\$ 1,325,506	\$ 1,325,506	\$ 1,234,904	\$ 1,297,284	\$ 0
Hourly Employee Pay	349	0	0	0	0	0
Overtime Pay	1,442	0	0	0	0	0
Fringe Benefits	452,286	563,339	563,339	524,834	551,345	0
Purchased Services	26,860	43,840	43,840	47,030	60,030	0
Supplies	17,102	28,800	28,800	24,640	25,240	0
Inter-Departmental Charges	63,424	63,051	63,051	61,041	61,041	0
Debt/Other Financing Uses	0	0	0	0	0	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 1,900,207	\$ 2,024,536	\$ 2,024,536	\$ 1,892,449	\$ 1,994,940	\$ 0
Inter-Agency Billings	<u>679,791</u>	<u>737,749</u>	<u>737,749</u>	<u>749,965</u>	<u>785,522</u>	<u>0</u>
Net Budget	<u>\$ 1,220,416</u>	<u>\$ 1,286,787</u>	<u>\$ 1,286,787</u>	<u>\$ 1,142,484</u>	<u>\$ 1,209,418</u>	<u>\$ 0</u>



## CDA Housing Operations

Agency Number: **49**  
 Budget Function: **CDA**

The mission of the Housing Operations Unit is to provide affordable and well-maintained housing for eligible families and individuals in an environment that promotes personal safety, independence, and a sense of community. The Agency's goal is to provide, as a team, efficient, effective, and fair management, maintenance, and other resident services within the financial resources and priorities of the Community Development Authority (CDA), and in accordance with applicable Department of Housing and Urban Development (HUD) regulations and CDA policy. The Agency's philosophy promotes the integrity of the relationships between residents, staff, and the CDA to achieve the organizational mission.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Public Housing	\$ 32,951	\$ 142,542	\$ 142,542	\$ 135,415	\$ 174,258	\$ 0
Housing Vouchers	0	0	0	0	0	0
<b>Agency Total</b>	<u>\$ 32,951</u>	<u>\$ 142,542</u>	<u>\$ 142,542</u>	<u>\$ 135,415</u>	<u>\$ 174,258</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. An additional Tenant Services Aide. This position is being added to perform work previously contracted to Dane County Mental Health.
2. An additional Program Assistant 1 for the Triangle site.
3. The elimination of a vacant Housing Assistance Clerk in the Housing Voucher Service.
4. Additional General Fund funding of approximately \$76,000 for a filled Painter position that would have otherwise been eliminated to meet HUD requirements. This is partially offset by a reduction in Purchased Services of approximately \$37,000.

## CDA Housing Operations

### Budget Service Descriptions:

#### Public Housing

The CDA owns, manages, and maintains 766 units of Low Rent Public Housing on 37 sites throughout the City, with funding from HUD. It also owns, manages, and maintains 114 units with funding from WHEDA. In addition, it administers the Housing Choice Voucher Program (Section 8). These apartment units/vouchers are allotted to eligible low-income families and individuals who pay approximately 30 percent of their income as rent. The Central Costs Center provides administrative services and oversight for the operation of these programs.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<u>Actual</u>	<u>Adopted</u>	<u>Executive</u>
Total Expenditures	\$ 8,577,359	\$ 5,747,151	\$ 5,429,210
Less Inter-Agency Billings	<u>8,544,409</u>	<u>5,604,609</u>	<u>5,254,952</u>
Net Total	<u>\$ 32,951</u>	<u>\$ 142,542</u>	<u>\$ 174,258</u>

#### Housing Vouchers

Section 8 New Construction projects are owned and operated by the CDA. In these projects, the tenants' rents are based upon the ability to pay up to a maximum of 30 percent of their adjusted monthly income. The Department of Housing and Urban Development enters into contracts with the CDA to pay the difference between the fair market rent and the amount the tenant pays.

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<u>Actual</u>	<u>Adopted</u>	<u>Executive</u>
Total Expenditures	\$ 12,570,664	\$ 12,038,919	\$ 12,479,517
Less Inter-Agency Billings	<u>12,570,665</u>	<u>12,038,919</u>	<u>12,479,517</u>
Net Total	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**CDA Housing Operations  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 1,826,730	\$ 1,810,845	\$ 1,810,845	\$ 1,798,612	\$ 1,851,942	\$ 0
Hourly Employee Pay	66,798	12,722	12,722	20,000	20,000	0
Overtime Pay	130,246	125,216	125,216	65,000	65,000	0
Fringe Benefits	810,332	795,163	795,163	779,203	801,868	0
Purchased Services	14,481,397	13,140,047	13,140,047	13,377,850	13,340,698	0
Supplies	438,507	349,887	349,887	394,880	394,880	0
Inter-Departmental Charges	991,785	945,473	945,473	924,754	966,309	0
Debt/Other Financing Uses	1,536,726	606,717	606,717	574,896	468,030	0
Capital Assets	<u>865,504</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 21,148,024	\$ 17,786,070	\$ 17,786,070	\$ 17,935,195	\$ 17,908,727	\$ 0
Inter-Agency Billings	<u>21,115,073</u>	<u>17,643,528</u>	<u>17,643,528</u>	<u>17,799,780</u>	<u>17,734,469</u>	<u>0</u>
Net Budget	<u>\$ 32,950</u>	<u>\$ 142,542</u>	<u>\$ 142,542</u>	<u>\$ 135,415</u>	<u>\$ 174,258</u>	<u>\$ 0</u>

## CDA Redevelopment

Agency Number: **25**  
 Budget Function: **CDA**

The Community Development Authority of the City of Madison (CDA) is a community development authority organized by the City of Madison to carry out various housing, economic and redevelopment initiatives of the City, with powers and duties provided for under State Statutes. The CDA is involved in the following areas: Assisted housing development and management, neighborhood revitalization, housing finance and rehabilitation, and urban renewal and redevelopment. As the City's housing authority, the CDA is charged with the planning and reconstruction of areas where unsafe housing exists and with providing safe and sanitary dwelling accommodations for persons of low income. Acting as the redevelopment authority the CDA provides for the elimination and prevention of substandard, deteriorated and blighted areas through redevelopment and economic development activities. In addition, by ordinance the Common Council has designated the CDA as the administrative entity for the City's various housing rehabilitation and home buyers' assistance loan programs.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Redevelopment	217,961	103,717	105,492	0	0	0
<b>Agency Total</b>	<u>\$ 217,961</u>	<u>\$ 103,717</u>	<u>\$ 105,492</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

### Executive Budget Highlights

1. Funding for a new 1.0 FTE "Housing Strategy" position, to help evaluate, develop, and implement policies and strategies to enhance housing opportunities throughout the City.
2. \$483,000 in development fee revenues from Truax Redevelopment and Burr Oaks Senior Housing.
3. Funding of \$965,000 for the principal and debt service for \$8.6M in borrowing to refinance the Village on Park New Market Tax Credits and additional improvements.

**CDA Redevelopment**

**Budget Service Descriptions:**

**Redevelopment**

The Redevelopment service encompasses the whole of the Community Development Authority's efforts to carry out various economic and redevelopment initiatives of the City. Current CDA redevelopment projects include: Lakepoint Condominiums, Monona Shores Apartments, The Village on Park, Burr Oaks Senior Housing, Truax Park Redevelopment and the Allied Drive Neighborhood Redevelopment. During 2011 the CDA, (1) commenced and completed construction of 50 units of very affordable housing for seniors at Burr Oaks Senior Housing, (2) commenced and completed the renovation of 71 units of public housing at Truax Park, (3) continued the renovation and repositioning of The Village on Park and (4) planned for the development of 24 single family home lots on Allied Drive with a significant component of affordability.

During 2012, CDA redevelopment will (1) implement Phase II of the Truax Park Redevelopment, (2) implement Phase II of the Burr Oaks Senior Housing development, (3) Market and Sell single family home lots on Allied Drive, (4) plan for 2013 public housing redevelopment activities.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 7,228,120	\$ 3,853,984	\$ 4,032,952
Less Inter-Agency Billings	7,010,159	3,750,267	4,032,952
Net Total	\$ 217,961	\$ 103,717	\$ 0

**CDA Redevelopment  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 30,965	\$ 95,225	\$ 97,000	\$ 153,866	\$ 153,866	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	0	0	0	0	0	0
Fringe Benefits	10,133	40,471	40,471	65,393	65,393	0
Purchased Services	1,138,836	1,247,000	1,247,000	997,746	997,746	0
Supplies	1,360	1,500	1,500	2,459	3,207	0
Inter-Departmental Charges	306,526	214,788	214,788	214,788	159,301	0
Debt/Other Financing Uses	582,727	2,255,000	2,255,000	1,318,337	2,653,439	0
Capital Assets	5,157,573	0	0	0	0	0
Total Expenditures	\$ 7,228,120	\$ 3,853,984	\$ 3,855,759	\$ 2,752,589	\$ 4,032,952	\$ 0
Inter-Agency Billings	7,010,159	3,750,267	3,750,267	2,752,589	4,032,952	0
Net Budget	\$ 217,961	\$ 103,717	\$ 105,492	\$ 0	\$ 0	\$ 0

## Community Development Division

Agency Number: 27  
 Budget Function: Planning and Development

The mission of the Division is to plan, develop, implement and evaluate the delivery of community resources and services for the City of Madison around community development. Some of the strategies to accomplish this include: promoting healthy neighborhoods, providing affordable housing, expanding economic opportunities, supporting thriving neighborhoods, improving the quality of child care for all children, providing services that enhance the health and quality of life in Madison's neighborhoods for youth and families, and promoting successful aging by supporting our older adults. Many of these services are purchased by the Division from non-profit agencies. The Division closely aligns itself with the larger goals of the City of Madison and works cooperatively with other governmental units and community organizations. The Division's strategies and resources are focused on, but not limited to, persons of low- and moderate-income. The Division is comprised of the Office of Community Services (OCS), the Community Development Block Grant (CDBG) Office and the Senior Center.

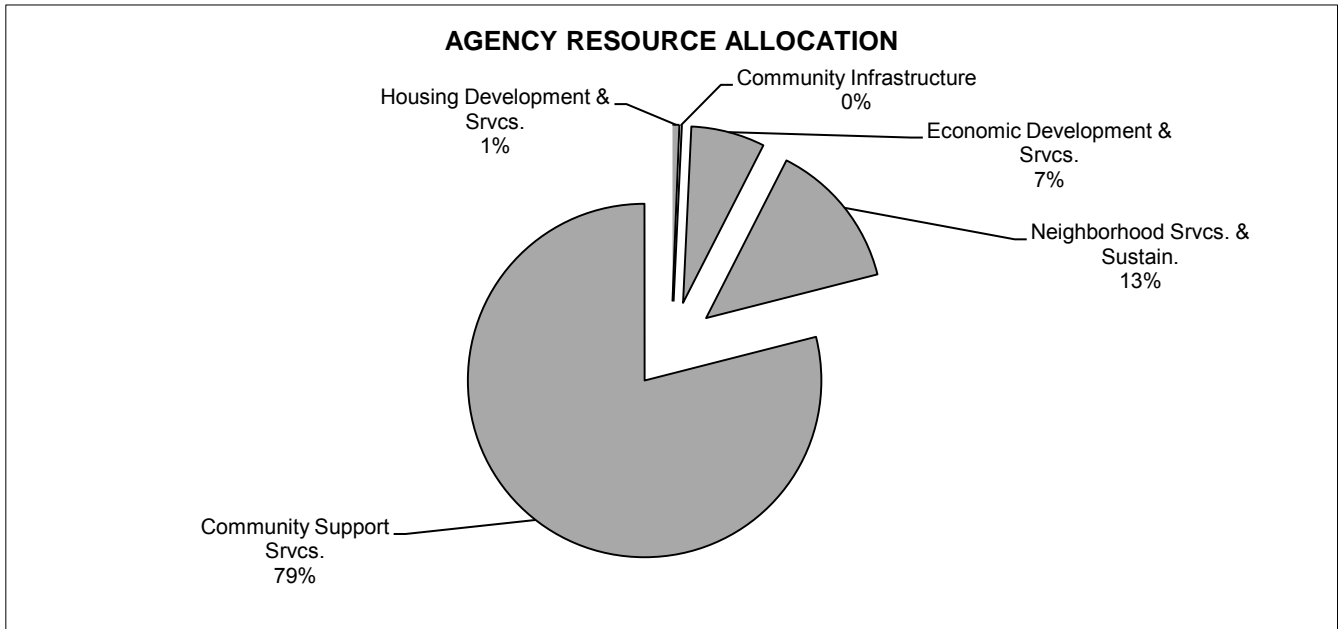
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Housing Development & Srvc.	Detail not available.	\$ 44,051	\$ 38,041	\$ 41,940	\$ 41,939	\$ 0
Community Infrastructure		8,907	8,907	8,481	8,481	0
Economic Development & Srvc.		568,209	568,209	454,014	454,014	0
Neighborhood Srvc. & Sustain.		1,626,012	1,626,012	908,854	908,854	0
Community Support Srvc.		5,402,823	5,408,833	5,019,933	5,304,409	0
<b>Agency Total</b>	<u>\$ 6,415,938</u>	<u>\$ 7,650,002</u>	<u>\$ 7,650,002</u>	<u>\$ 6,433,222</u>	<u>\$ 6,717,697</u>	<u>\$ 0</u>

### Executive Budget Highlights

The Budget includes:

1. Funding for the second year of the two-year Community Agency contract funding cycle. There is no reduction in the levy support. (The specific program allocations are included as part of Legistar #20654, approved by the Council in December, 2010.)
2. No reduction in funding for Child Care services, including tuition aid and child care grants.
3. A new presentation in which funding for the Community Development Block Grant Office (CDBG) is re-segregated and presented separately. Recent Governmental Accounting Standards Board (GASB) guidelines require that certain funds, such as CDBG-related funds, be maintained and presented as a segregated fund. There is no impact on operations.

**Community Development Division**



**Budget Service Descriptions:**

**Housing Development & Svcs.**

This service area focuses on providing affordable quality housing for low- to moderate-income residents. The Community Development Division staff will contract with non-profit partners to address the following objectives in 2011:

- Improve the quality of existing owner-occupied housing stock throughout Madison.
- Increase homeownership opportunities for lower income households throughout Madison.
- Expand the diversity and supply of rental housing throughout Madison.
- Provide a Housing Development Reserve Fund for non-profit developers to access throughout the year to develop affordable housing.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures		\$ 7,031,669	\$ 72,561
Less Inter-Agency Billings	Detail not available.	6,987,618	30,622
<b>Net Total</b>		<b>\$ 44,051</b>	<b>\$ 41,939</b>

## Community Infrastructure

This service area focuses on creating or improving neighborhood focal points and provides energy efficiency opportunities for residential properties and commercial and public facilities. Funded objectives include the following:

- Provide safety and accessibility improvements to community and neighborhood facilities.
- Provide energy efficiency upgrades to residential properties and public and commercial facilities throughout the City.
- Provide an Acquisition/Rehabilitation Reserve Fund for non-profit agencies to access throughout the year to acquire and/or rehabilitate property.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 4,299,821	\$ 29,993
Less Inter-Agency Billings		4,290,914	21,512
Net Total		\$ 8,907	\$ 8,481

## Economic Development & Svcs.

This service area focuses on expanding economic opportunities for low-to-moderate-income individuals. The Community Development Division staff will contract with non-profit partners to address the following objectives in 2011:

- Assist businesses and non-profits in their creation of new employment opportunities for low-to-moderate-income individuals.
- Assist with the economic development of micro-enterprises and their creation of job opportunities for low-to-moderate-income individuals.
- Provide an Economic Development Reserve Fund for non-profit agencies to access throughout the year to create jobs.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 2,619,033	\$ 765,898
Less Inter-Agency Billings		2,050,824	311,884
Net Total		\$ 568,209	\$ 454,014



**Neighborhood Svcs. & Sustain.**

This service area focuses on revitalizing, stabilizing and supporting healthy neighborhoods through the City of Madison.

Funded objectives include the following:

- Create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills and opportunities that will lead to stronger neighborhoods.
- Assist City of Madison residents in becoming engaged in decisions affecting their neighborhood, including increasing leadership capacity, problem identification and problem solving, and advocacy.
- Assist residents of designated neighborhoods in identifying opportunities and promoting sustainable revitalization efforts.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 2,978,900	\$ 1,233,998
Less Inter-Agency Billings		1,352,888	325,144
Net Total		\$ 1,626,012	\$ 908,854

**Community Support Svcs.**

This service area provides funding and support in the following program areas:

- Child care services and support, including City of Madison Accreditation services and child care tuition assistance and grants. MMSD (4K and itinerant services requirements) and Wisconsin’s YoungStar Quality Rating System are tied directly to City of Madison Accreditation.
- Expansion of individual choice and access to housing resources, and employment and job skills training for low- and moderate-income individuals.
- Stabilization or improvement of the housing situations of homeless or near-homeless individuals and others with special needs, and development of supportive activities.
- Planning, development, coordination and implementation of senior adult programs, activities and services at the Madison Senior Center, a City facility. Program and activity expenses (about \$50,000 annually) are raised by the Center’s Board of Directors.
- Senior services, purchased through community-based non-profits.
- Family support and services for children and youth.
- Safety and support services, which include domestic violence, sexual assault, and crisis intervention services.

Many of these direct services are delivered through purchase of service contracts with local non-profit agencies. In addition, contract administration, technical assistance, grant writing and collaborative planning and consultation are provided. Division staff participates in a variety of City and community networks and committees that identify strategies to respond to emerging issues in our community.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.	\$ 8,087,189	\$ 5,402,823
Less Inter-Agency Billings		2,684,366	98,414
Net Total		\$ 5,402,823	\$ 5,304,409

**Community Development Division  
Summary by Major Object of Expenditure**

	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Permanent Salaries	\$ 1,907,390	\$ 2,124,679	\$ 2,124,679	\$ 2,234,321	\$ 1,212,834	\$ 0
Hourly Employee Pay	41,486	45,646	45,646	45,646	45,646	0
Overtime Pay	16,586	2,103	2,103	2,103	0	0
Fringe Benefits	781,803	908,597	908,597	955,195	520,658	0
Purchased Services	4,551,740	16,916,101	16,916,101	5,116,463	5,648,995	0
Supplies	33,540	60,162	60,162	25,258	25,258	0
Inter-Departmental Charges	81,785	193,112	193,112	51,882	51,882	0
Debt/Other Financing Uses	140,053	4,766,212	4,766,212	0	0	0
Capital Assets	<u>5,451</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 7,559,834	\$ 25,016,612	\$ 25,016,612	\$ 8,430,868	\$ 7,505,273	\$ 0
Inter-Agency Billings	<u>1,143,896</u>	<u>17,366,610</u>	<u>17,366,610</u>	<u>1,997,646</u>	<u>787,576</u>	<u>0</u>
Net Budget	<u>\$ 6,415,938</u>	<u>\$ 7,650,002</u>	<u>\$ 7,650,002</u>	<u>\$ 6,433,222</u>	<u>\$ 6,717,697</u>	<u>\$ 0</u>

## Community Development Block Grant

Agency Number: 26  
 Budget Function: Planning and Development

The mission of the CDBG Office is to promote healthy neighborhoods and a viable urban community, through support of effective community-oriented programs which provide affordable housing, expand economic opportunities, enhance suitable living environments, and support thriving neighborhoods, particularly for persons of low and moderate income. The Office strives to accomplish this mission through active and diverse citizen involvement in its assessment, policy formulation, program operation and evaluation processes, and through teamwork with other City staff and community organizations. The Office is part of the Community Development Division, with services integrated and aligned with the whole of the mission of the Division.

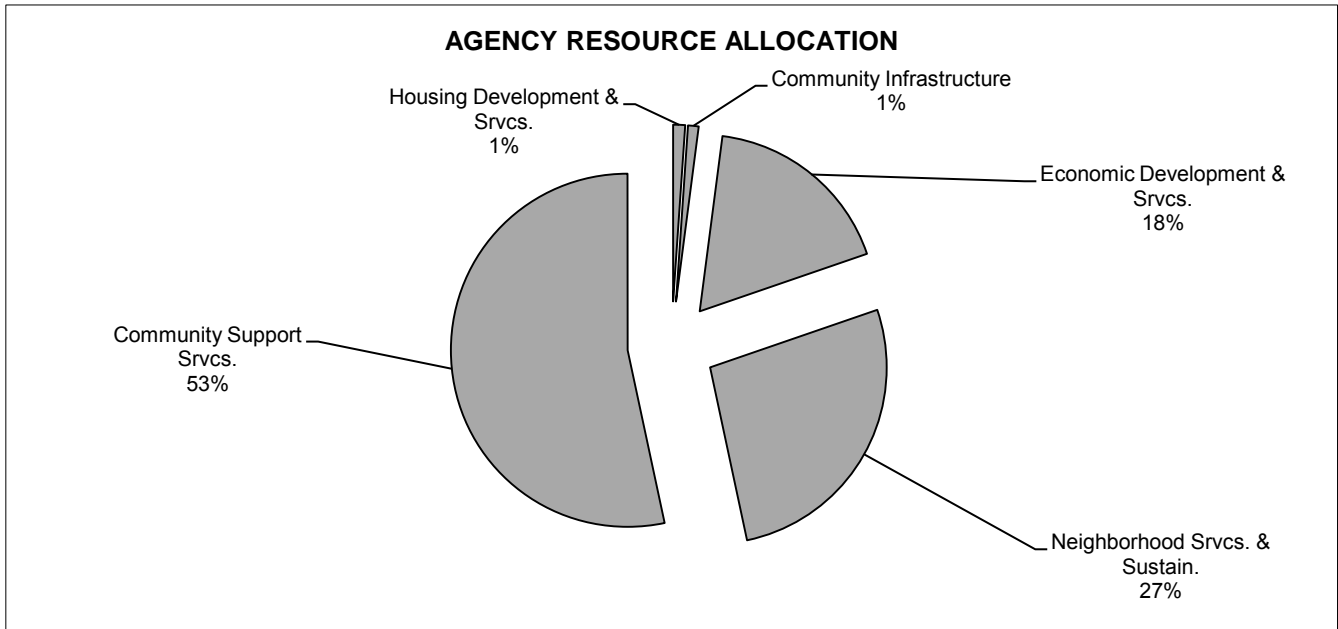
<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Housing Development & Svcs.				\$ (0)	\$ 9,970	\$ 0
Community Infrastructure				0	9,000	0
Economic Development & Svcs.				153,368	162,368	0
Neighborhood Svcs. & Sustain.				238,511	247,511	0
Community Support Svcs.				481,546	490,546	0
<b>Agency Total</b>	<b>\$ 919,395</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 873,425</b>	<b>\$ 919,395</b>	<b>\$ 0</b>

### Executive Budget Highlights

The Budget includes:

1. No reduction in levy support for Community Agency Contracts , which are in the second year of the two-year funding cycle (detailed program allocations are identified as part of Legistar #20654, approved by the Council in December, 2010).
2. Federal HUD and other grant funding sufficient to support CDBG operations. However, it is possible that legislation currently being deliberated in Washington will result in a reduction to the City's next award of Federal funding, which may adversely impact resources that are allocated for administrative oversight and support.
3. A new presentation in which funding for the Community Development Block Grant Office (CDBG) is re-segregated and presented separately. Recent Governmental Accounting Standards Board (GASB) guidelines require that certain funds, such as CDBG-related funds, be maintained and presented as a segregated fund. There is no impact on operations.

**Community Development Block Grant**



**Budget Service Descriptions:**

**Housing Development & Svcs.**

This service area focuses on providing affordable quality housing for low- to moderate-income residents. The Community Development Division staff will contract with non-profit partners to address the following objectives in 2011:

- Improve the quality of existing owner-occupied housing stock throughout Madison.
- Increase homeownership opportunities for lower income households throughout Madison.
- Expand the diversity and supply of rental housing throughout Madison.
- Provide a Housing Development Reserve Fund for non-profit developers to access throughout the year to develop affordable housing.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures			\$ 4,354,151
Less Inter-Agency Billings	Detail not available.		4,344,181
Net Total			<u>\$ 9,970</u>

## Community Infrastructure

This service area focuses on creating or improving neighborhood focal points and provides energy efficiency opportunities for residential properties and commercial and public facilities. Funded objectives include the following:

- Provide safety and accessibility improvements to community and neighborhood facilities.
- Provide energy efficiency upgrades to residential properties and public and commercial facilities throughout the City.
- Provide an Acquisition/Rehabilitation Reserve Fund for non-profit agencies to access throughout the year to acquire and/or rehabilitate property.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 3,986,885
Less Inter-Agency Billings			3,977,885
Net Total			\$ 9,000

## Economic Development & Svcs.

This service area focuses on expanding economic opportunities for low-to-moderate-income individuals. The Community Development Division staff will contract with non-profit partners to address the following objectives in 2011:

- Assist businesses and non-profits in their creation of new employment opportunities for low-to-moderate-income individuals.
- Assist with the economic development of micro-enterprises and their creation of job opportunities for low- to-moderate-income individuals.
- Provide an Economic Development Reserve Fund for non-profit agencies to access throughout the year to create jobs.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,780,210
Less Inter-Agency Billings			1,617,842
Net Total			\$ 162,368

## Neighborhood Svcs. & Sustain.

This service area focuses on revitalizing, stabilizing and supporting healthy neighborhoods through the City of Madison.

Funded objectives include the following:

- Create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills and opportunities that will lead to stronger neighborhoods.
- Assist City of Madison residents in becoming engaged in decisions affecting their neighborhood, including increasing leadership capacity, problem identification and problem solving, and advocacy.
- Assist residents of designated neighborhoods in identifying opportunities and promoting sustainable revitalization efforts.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 1,763,779
Less Inter-Agency Billings			1,516,268
Net Total			\$ 247,511

## Community Support Svcs.

This service area provides funding and support in the following program areas:

- Child care services and support, including City of Madison Accreditation services and child care tuition assistance and grants. MMSD (4K and itinerant services requirements) and Wisconsin's YoungStar Quality Rating System are tied directly to City of Madison Accreditation.
- Expansion of individual choice and access to housing resources, and employment and job skills training for low- and moderate-income individuals.
- Stabilization or improvement of the housing situations of homeless or near-homeless individuals and others with special needs, and development of supportive activities.
- Planning, development, coordination and implementation of senior adult programs, activities and services at the Madison Senior Center, a City facility. Program and activity expenses (about \$50,000 annually) are raised by the Center's Board of Directors.
- Senior services, purchased through community-based non-profits.
- Family support and services for children and youth.
- Safety and support services, which include domestic violence, sexual assault, and crisis intervention services.

Many of these direct services are delivered through purchase of service contracts with local non-profit agencies. In addition, contract administration, technical assistance, grant writing and collaborative planning and consultation are provided. Division staff participates in a variety of City and community networks and committees that identify strategies to respond to emerging issues in our community.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	Detail not available.		\$ 3,437,708
Less Inter-Agency Billings			2,947,162
Net Total			\$ 490,546

**Community Development Block Grant  
Summary by Major Object of Expenditure**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 0	\$ 0	\$ 0	\$ 995,562	\$ 995,562	\$ 0
Hourly Employee Pay	0	0	0	0	0	0
Overtime Pay	0	0	0	2,103	2,103	0
Fringe Benefits	0	0	0	423,517	423,517	0
Purchased Services	6,062,588	0	0	10,703,377	10,749,347	0
Supplies	35,199	0	0	29,135	29,135	0
Inter-Departmental Charges	1,719,784	0	0	902,833	902,833	0
Debt/Other Financing Uses	2,954,540	0	0	2,220,236	2,220,236	0
Capital Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$ 10,772,110	\$ 0	\$ 0	\$ 15,276,764	\$ 15,322,734	\$ 0
Inter-Agency Billings	<u>9,852,715</u>	<u>0</u>	<u>0</u>	<u>14,403,339</u>	<u>14,403,339</u>	<u>0</u>
Net Budget	<u>\$ 919,395</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 873,425</u>	<u>\$ 919,395</u>	<u>\$ 0</u>

# Library

Agency Number: **18**  
 Budget Function: **Information & Education**

Vision: Madison Public Library is a leader in building and sustaining a literate citizenry, transforming lives through knowledge and information and enhancing Madison's high quality of life.

Mission: Madison Public Library promotes lifelong learning by creating welcoming spaces that offer collections and services to inform, inspire, enrich and entertain.

Strategic Initiatives: Promote lifelong learning; provide resources that inspire, enrich and entertain; promote reading; create welcoming library spaces; build community; and pursue continuous organizational development and renewal.

<u>Major Service</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2011 Projected</u>	<u>2012 Request</u>	<u>2012 Executive</u>	<u>2012 Adopted</u>
Central Library Services	\$ 4,951,427	\$ 6,327,031	\$ 6,481,258	\$ 6,127,623	\$ 6,397,923	\$ 0
Neighborhood Libraries Services	<u>7,213,832</u>	<u>6,056,262</u>	<u>5,902,035</u>	<u>5,610,183</u>	<u>5,840,438</u>	<u>0</u>
<b>Agency Total</b>	<u>\$ 12,165,259</u>	<u>\$ 12,383,293</u>	<u>\$ 12,383,293</u>	<u>\$ 11,737,805</u>	<u>\$ 12,238,361</u>	<u>\$ 0</u>

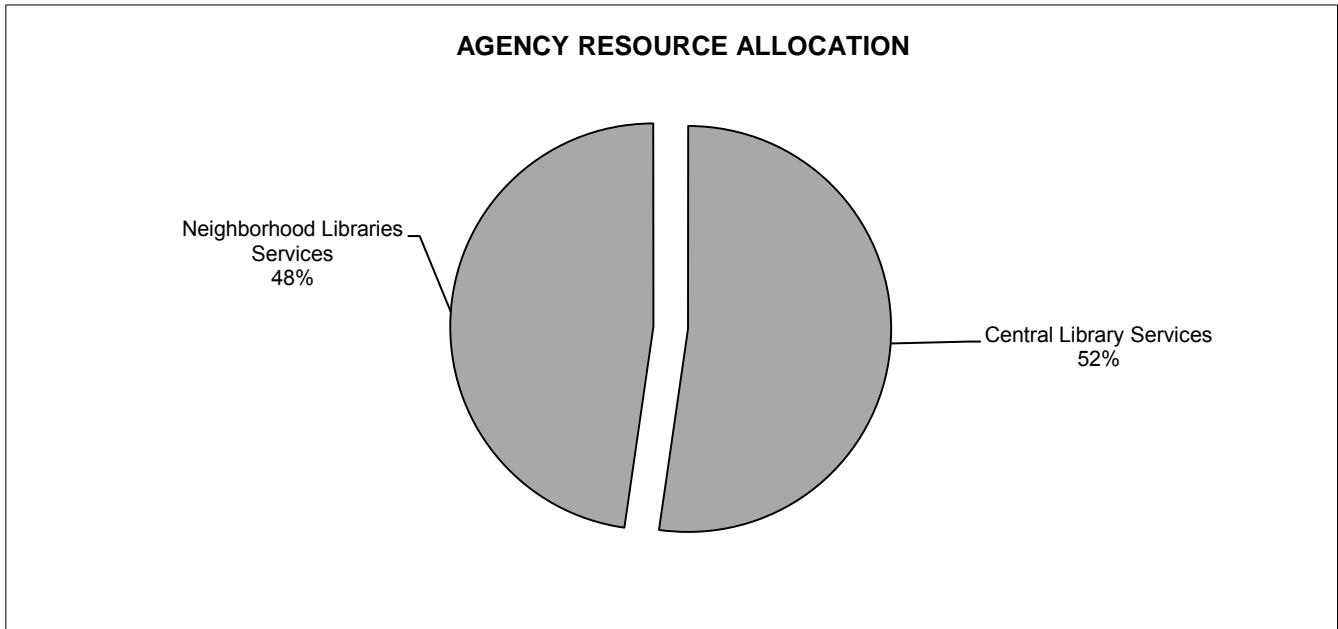
## Executive Budget Highlights

The Budget includes:

1. Maintaining the current public service hours at all Madison Public Libraries.
2. A higher than normal salary savings rate to be achieved by freezing vacant positions.
3. Leaving open vacant hourly positions at Central Library in anticipation of the smaller temporary relocation during the rebuilding of the Central Library.



**Library**



**Budget Service Descriptions:**

**Central Library Services**

Central Library Services provides library services for customers using the Central Library, including access to print and electronic collections; direct Internet access, as well as wireless access; answers to reference and information questions; educational programs for children and adults; circulation transactions; and access to community spaces for meetings and events. In addition, staff at Central is also responsible for the Library's website content and design, the Library's intranet, oversight of all library collections and the Library's catalog of holdings for Madison and the SCLS LINKcat consortium. The Central Library serves as the Resource Library for the seven-county South Central Library System, which includes 52 libraries in south central Wisconsin.

Central Library Services as well as Neighborhood Libraries rely on the necessary support provided by Administrative Services (coordination and oversight of policies and procedures, personnel and payroll activities and finances--budget creation and monitoring), Technical Services (responsible for the database for the SCLS LINKcat consortium, and cataloging and processing of materials for MPL), and Maintenance Services (responsible for the maintenance, cleaning and repair of library facilities and equipment).

<b>Service Summary</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Executive</b>
Total Expenditures	\$ 6,309,362	\$ 7,301,990	\$ 7,280,930
Less Inter-Agency Billings	1,357,936	974,959	883,007
<b>Net Total</b>	<b>\$ 4,951,427</b>	<b>\$ 6,327,031</b>	<b>\$ 6,397,923</b>

## Neighborhood Libraries Services

Neighborhood Libraries Services include eight Madison Public Branch libraries located throughout the City which offer convenient local access to library services and print and electronic collections; direct access to the Internet, including wireless access; answers to reference and informational questions; educational programs for children and adults; circulation transactions; and space for community/neighborhood gatherings, meetings and events.

<b>Service Summary</b>			
	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Executive</b>
Total Expenditures	\$ 8,437,246	\$ 6,878,463	\$ 6,583,900
Less Inter-Agency Billings	<u>1,223,414</u>	<u>822,201</u>	<u>743,462</u>
Net Total	<u>\$ 7,213,832</u>	<u>\$ 6,056,262</u>	<u>\$ 5,840,438</u>

### Library Summary by Major Object of Expenditure

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Request</b>	<b>2012 Executive</b>	<b>2012 Adopted</b>
Permanent Salaries	\$ 5,950,469	\$ 5,669,319	\$ 5,711,377	\$ 5,691,566	\$ 5,691,566	\$ 0
Hourly Employee Pay	1,240,148	1,148,950	1,240,148	1,107,152	1,107,152	0
Overtime Pay	77,586	30,170	34,960	15,000	15,000	0
Fringe Benefits	2,421,031	2,546,250	2,575,443	2,548,017	2,548,017	0
Purchased Services	1,806,622	1,814,345	1,939,995	1,891,642	1,891,642	0
Supplies	682,931	429,737	485,637	326,870	326,870	0
Inter-Departmental Charges	63,130	63,210	63,210	67,479	67,479	0
Debt/Other Financing Uses	1,214,953	1,437,828	1,437,828	1,394,752	1,410,118	0
Capital Assets	<u>1,289,738</u>	<u>1,040,644</u>	<u>1,081,472</u>	<u>580,916</u>	<u>806,986</u>	<u>0</u>
Total Expenditures	\$ 14,746,608	\$ 14,180,453	\$ 14,570,071	\$ 13,623,394	\$ 13,864,830	\$ 0
Inter-Agency Billings	<u>2,581,349</u>	<u>1,797,160</u>	<u>2,186,778</u>	<u>1,885,589</u>	<u>1,626,469</u>	<u>0</u>
Net Budget	<u>\$ 12,165,259</u>	<u>\$ 12,383,293</u>	<u>\$ 12,383,293</u>	<u>\$ 11,737,805</u>	<u>\$ 12,238,361</u>	<u>\$ 0</u>